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**User  
Report**

**DEVELOPING STANDARDS FOR  
FIRST NATIONS POLICE SERVICES**

1995-03

**Aboriginal Policing  
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**DEVELOPING STANDARDS FOR  
FIRST NATIONS POLICE SERVICES**

**1995-03**

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## **ACKNOWLEDGEMENT**

The Department of the Solicitor General of Canada gratefully acknowledges that the standards contained herein were developed from the "Provincial Standards for Municipal Police Departments in Nova Scotia" and the "Standards For Law Enforcement Agencies produced by the Commission on Accreditation For Law Enforcement Agencies".

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## INTRODUCTION

The proposed standards contained in this manual are designed to assist First Nations Police Services, Commissions and Boards. The purpose of the standards is to provide useful tools for (1) increasing First Nations law enforcement agency capabilities to prevent and control crime; (2) increasing agency effectiveness and efficiency in the delivery of law enforcement services; (3) increasing cooperation and coordination with other law enforcement agencies and with other agencies of the criminal justice system; and (4) increasing citizens and employee confidence in the goals, objectives, policies, and practices of the agencies.

This manual contains 309 law enforcement standards grouped into 8 subject areas. They reflect the best professional requirements and practices for a law enforcement agency. The standards are based on the *Standards For Law Enforcement Agencies* produced by the Commission on Accreditation for Law Enforcement Agencies in the United States and the *Provincial Standards for Municipal Police Departments* produced by Nova Scotia Department of Justice. They were adopted to better meet the needs of First Nations Policing by a team of experienced police officers. We also benefited from the advice of several First Nations Chiefs of Police.

### How To Use The Proposed Standards

It is recommended that each First Nations Police Commission or Board develop its own system of compliance with the standards in consultation with the Chief of Police. Compliance with the standards in a manner that most effectively meets the needs of each individual police service depends upon what each police service consider as its mission, its legally mandated responsibilities, and the demands of its service community. The applicability of the standards may depend on the size of the police force. In addition, standards may or may not be applicable depending on the functions performed by the police force. For example, a police force may not have the responsibility to provide prisoners transportation (Chapter 30) in its jurisdiction simply because this function is performed by another agency.

The Police Commission or Board and the Chief of Police should work together in determining the list of applicable standards and their levels of compliance. The levels of compliance denote the relative importance assigned to each standard. When a police service has eliminated those standards that do not apply, because of the functions performed by the service or its size, the remaining standards become the list of "applicable" standards whose requirements should be complied with.

The levels of compliance indicate whether a given standards should be mandatory (**M**), other-than-mandatory (**O**), or not applicable (**N/A**). For example, standards dealing with life, health, safety issues, legal matters, or which are considered essential law enforcement requirements should be classified as "mandatory". Standards dealing with important or

desirable law enforcement requirements or with exemplary activities should be classified as "other-than-mandatory". Standards not required of police services because of their size should be classified as "not applicable".

### **Specifying the Standards**

There are several standards types with which the user should become familiar, e.g., written directives, itemized, conditional, and linking.

The most prevalent standard type requires a written directive. In addition to requiring a policy, procedure, or other activity, a "written directive" standard also imposes a responsibility on the agency to describe the requirement in writing. The written directive requirement specifies documentation, which fixes accountability on the agency and its personnel and thereby ensures standardization and consistency in application. A written directive is broadly defined as any written document that governs or directs the agency or its employees. Written directives may exist internally, e.g., general orders, standard operating procedures, memoranda, and labour contracts, or externally, e.g., laws, judicial decrees, mutual aid agreements, and community wide bylaws, rules and procedures. The presence of written directives involves the added responsibilities of dissemination, training, and supervision of affected personnel.

Another type of standard presents multiple requirements and is called an itemized or "bullet" standard. Each item or bullet is identified by an alpha designator. Each applicable bullet should be complied with; bullets that do not apply may be treated individually as N/A.

Conditional standards frequently use the word "if" to identify a condition. The presence of a condition should make the standard applicable; its absence renders the standard N/A. An example of this type of standard is Chapter 21.2.7: "If investigative joint force operations are used, a written directive governs their activities..."

Linking standards relate one standard to another standard in the chapter or in another chapter. An example of this type of standard is Chapter 17.2.1: "A written directive specifies that employees are rated by their immediate supervisor in keeping with 4.2.1".

### **Organization of the manual**

For the purpose of clarity, the standards in this manual are organized by subject areas. Key terms used throughout the manual may be found, as a quick reference, at the end of the document, in the Index section.

# CHAPTER 1: POLICE ROLE AND RESPONSIBILITIES

The standards in this chapter relate to the basic role and authority of a police service.

When a police service defines its role, two broad purposes are served. First, officers are made aware of the actions and attitudes expected of them and can act without hesitation in consonance with policy of the police service. Second, members of the public are provided with a general standard by which they can measure the performance of the police service. Written policy defining the functional role should set forth the police service's purpose or mission, goals, and basic programs and priorities; the policy statement should also specify that the police service intends to be responsive to, and safeguard the Canadian Charter of Rights of the community's citizenry.

## 1.1 Police Role

### 1.1.1 **A written directive requires the formulation, annual updating, and distribution (to all personnel) of written goals and objectives for the police service and for each organizational component within the police service.**

**Comments:** Establishing and routinely updating the goals and objectives of the police service helps to ensure focus and unity of purpose, and serves as a basis for measuring progress.

### 1.1.2 **A written directive establishes procedures for obtaining input from all personnel within the police service in the development of police service goals and objectives.**

**Comments:** Obtaining the input of personnel has great value in improving the relevancy and coverage of goals and objectives; further, it enables employees to contribute to the management and operation of the police service.

### 1.1.3 **A written directive describes the police service's conflict of interest guidelines.**

**Comments:** The intent of this standard is to require each police service to address conflict of interest issues, including activities while off duty, such as outside employment.

**1.2**      **Limits of Authority**

**1.2.1**      **A written directive defines the legally mandated authority vested in sworn police officers, special constables, and auxiliary constables.**

**Comments:** The written directive should define the scope and limits of law enforcement authority as it pertains to the enforcement of laws and statutes. This should include federal or provincial statutes or band by-laws which outline such authority.

**1.3**      **Use of Force**

**1.3.1**      **A written directive states personnel will use only the force necessary to effect lawful objectives. The directive should specifically state that an officer may use force that is intended or is likely to cause death or grievous bodily harm only when it is necessary for the purpose of preserving the officer or any other person from death or grievous bodily harm.**

**Comments:** Justification for the use of force, particularly deadly force, is contained in the Criminal Code of Canada (appropriate sections should be quoted and explanations should be included).

**1.3.2**      **A written directive governs the discharge of "warning" shots.**

**Comments:** Warning shots pose a danger to officers and citizens.

**1.3.3**      **A written directive governs the carry and storage of issued firearms and ammunition while off duty.**

**Comments:** This policy should specify the circumstances under which an officer may carry, use or store issued firearms and ammunition while off duty taking into account relative legal requirements.

**1.3.4**      **A written directive governs the procurement, issue and use of weapons other than firearms utilized by the police service.**

**Comments:** Control should be maintained for reasons of safety and civil liability. In addition to firearms, officers usually have other weapons at their disposal.

The intent of this standard is to ensure proper procurement, issue and use of such weapons. Provincial Police Act and Regulations or other legal statutes shall apply where applicable.

- 1.3.5 A directive requires that immediate notification of a superior as well as a follow-up written report be submitted whenever an officer discharges a firearm, other than in training or for recreational purposes.**

**Comments:** The intent of this standard is to ensure that officers who accidentally or intentionally discharge a firearm while on duty, submit a written report of the incident. Provincial Police Act and Regulations shall apply where applicable.

- 1.3.6 A written directive requires that only officers demonstrating proficiency in the use of authorized firearms and other authorized weapons be allowed to carry and use such weapons.**

**Comments:** The intent of this standard is to cover the carrying and use of any firearm including shotguns, rifles, handguns and other weapons, such as batons, pepper spray and other such items.

- 1.3.7 A written directive requires each officer achieve a certain proficiency, every year, with any firearm that the officer is authorized to use.**

**Comments:** This directive should describe the process for achieving a particular level of proficiency.

- 1.3.8 A written directive requires immediate notification of a superior as well as a written report to be submitted whenever an officer, through an act or omission, including the use of weapons, which result in, may result in, or is alleged to have resulted in injury or death of another person.**

**Comments:** This standard is intended to require a written record of the circumstances surrounding injury or death that result from, or are alleged to have resulted from, actions by officers. The report should address the use of physical force, lethal and nonlethal weapons, or any other action resulting in injury or death, including traffic accidents. The standard is not intended to document the display of weapons by officers.

**1.3.9** A written directive governs search and seizure without a warrant by police personnel, to include the following situations: search by consent; stop and frisk of an individual under circumstances where the officer has supportable reasons to fear for his/her safety; search of a vehicle while under operation or while not on private property; at the scene of a crime; exigent circumstances, as where the public safety is endangered or where reasonably believe to be endangered; inventory searches of seized vehicles or other property; plain view doctrine while lawfully performing duties; and other situations authorized by law.

**Comments:** The intent of this standard is to provide general guidelines and procedures for police service personnel to follow in conducting searches that have not been reviewed and authorized by judicial personnel.

**1.3.10** A written directive specifies the procedures for an arrest, made with or without a warrant.

**Comments:** The written directive should include procedures required by law federally, provincially or by statute. This should also address specific circumstances under which arrest may be effected without a warrant.

**1.3.11** A written directive defines the authority, guidelines, and circumstances when peace officers may exercise alternatives to arrest, bail requirements or judicial or non-judicial release.

**Comments:** The written directive should identify the authority of peace officers to release unconditionally (eg., citations, summonses, referrals, informal resolution and warnings). Policy guidelines should be established to ensure appropriate use of these authorities.

**1.3.12** A written directive sets out the procedures for obtaining search warrants.

**Comments:** This directive should set out the procedures for drafting a search warrant, its review and approval and its presentation for judicial approval. This directive should also stipulate the procedure for maintaining original warrants after approval (as they can be required for court evidence and should not be altered in any way). This directive should also address the procedures to take once the search has been executed, whether or not articles were seized.

## **CHAPTER 2: JURISDICTION AND CENTRALIZED SERVICES**

The standards in this chapter relate to a police service's jurisdiction and centralized services among police services through cooperative agreements.

### **2.1 Jurisdiction**

#### **2.1.1 A written directive delineates the specific geographical boundaries of the police service.**

**Comments:** It is important that the police service clearly describe in writing its geographical boundaries. A detailed official map, including the boundaries, may satisfy the requirements of this standard.

#### **2.1.2 A written directive specifies the police service's responsibilities as they relate to concurrent jurisdiction involving other law enforcement agencies.**

**Comments:** The intent of this standard is to encourage a police service to identify its responsibilities, recognizing the problems inherent in providing police service in concurrent jurisdictions. Concurrent jurisdictional situations may not always be avoidable, especially if they are mandated by law.

#### **2.1.3 A written directive agreements of understanding in addition to legislative requirements pertaining to mutual cooperation and assistance in emergency situations. The directive must include, at a minimum, the following details:**

- a) **the legal status of agencies and agency personnel responding to mutual aid requests;**
- b) **procedures for requesting mutual aid;**
- c) **persons authorized to request mutual aid;**
- d) **persons to whom outside personnel are to report;**
- e) **procedures for maintaining radio communication with outside personnel;**

f) **expenditures, if any, which should be borne by the receiver agency to compensate for the use of the provider agency's resources; and**

g) **procedures for review and revision of agreement.**

**Comments:** Emergency situations often require augmented police response to restore order and assist victims. The service's mutual aid agreement should provide all the information necessary to initiate these activities either on behalf of the police service or at the request of a neighbouring police service. The agreement should also consider provisions for the indemnification of the provider agency and its personnel, eg. health, and liability insurance.

**2.1.4 A written directive specifies the procedures for responding to assistance to, or requesting assistance from, other police services in non-emergency situations.**

**Comments:** Often there is a need to follow up investigations or other general enquiries within the jurisdiction of another police service or to obtain the outside expertise. This directive should stipulate under what conditions such requests should be made and how they should be addressed.

**2.1.5 A written directive governs procedures for requesting assistance from other police services, i.e. federal, provincial or municipal police services.**

**Comments:** Circumstances may require the assistance of other police resources. Procedures should be in place prior to the need for such assistance.

**2.2 Centralized Services**

**2.2.1 A written directive identifies radio or other communication networks outside the police service to which it has access.**

**Comments:** This directive should clearly indicate the procedures for accessing such a system, the permission required and procedures relative to its use.

**2.2.2 A written directive governs the procedures relative to the processing of fingerprints.**

**Comments:** This directive should cover the process for obtaining fingerprints, the quality required, and the procedure for forwarding them to a central repository. In circumstances where no statutory authority exists for obtaining fingerprints, this directive should address the manner in which fingerprints should be processed, maintained and/or destroyed.

**2.2.3 A written directive covers the police service's participation within the Canadian Police Information Centre (CPIC) network.**

**Comments:** This directive should govern the access to the CPIC and what procedures are required for entry, maintenance and retrieval of data within the system.

**2.2.4 A written directive governs the procedures for participating in the Uniform Crime Reporting (U.C.R.) system.**

**Comments:** Participation in the Uniform Crime Reporting system provides information on trends in crime and assists with the planning process.

## CHAPTER 3: LIAISON WITH OTHER AGENCIES

The standards in this chapter relate to liaison with other police services.

Establishing and maintaining effective channels of communication between police services and other agencies are essential first steps in improving cooperation. Good liaison can break down barriers that may exist and can result in cost savings to the police service.

### 3.1 Liaison

#### 3.1.1 **A written directive establishes procedures for maintaining liaison with criminal justice agencies, including:**

- a) **local adult and young offender courts;**
- b) **Crown counsel;**
- c) **local justice committees;**
- d) **court workers;**
- e) **probation and parole agencies; and**
- f) **adult and young offender correctional agencies.**

**Comments:** Effective liaison enables police services to obtain feedback on investigative error or courtroom error; allows for greater understanding by Crown counsel of the problems encountered by police officers; provides probation and parole service staff with information about police service objectives and activities; and ensures information exchange and coordination between police services and other justice agencies.

#### 3.1.2 **A written directive establishes procedures for maintaining liaison with other police services in adjoining jurisdictions or agencies having criminal investigative responsibility in the police service's area of responsibility.**

**Comments:** Police services should assist and cooperate with other federal, provincial and municipal police services. Such cooperation enhances the exchange of information in criminal investigations, the establishment of joint plans for dealing with matters of common concern, and the sharing of statistical and support services. Good liaison can alleviate a duplication of investigative and other efforts thus leading to more efficient policing for all agencies concerned.

**3.1.3 The police service maintains liaison with local fire department officials and emergency medical services.**

**Comments:** Regular meetings with local fire department officials will provide a forum for the development of contingency plans for traffic control at the scenes of fire, accidents and other emergency situations. Discussions relative to resolving specific problems and maintaining cordial relations will enhance the effectiveness of the police service.

**3.1.4 A written directive identifies the services and resources which are available through other public and social service agencies, ie., women's shelters, provincial Child and Family Service, substance abuse centres, etc..**

**Comments:** The intent of this standard is to ensure that all officers are made aware of the resources at their disposal and to set out guidelines on cooperation and the release of personal information.

## CHAPTER 4: ORGANIZATION

The standards in this chapter relate to the organization of the police service and the application of basic organizational principles, such as organizing by function, ensuring unity of command, delineating responsibility, and delegating authority.

Although basic organizational principles are emphasized in this chapter, police services with the capacity to go beyond the application of basic principles are encouraged to explore innovative approaches to organization.

### 4.1 Organizational Structure

- 4.1.1 **A written directive describes the police service's organizational structure, complete with a statement of responsibilities for each organizational component or function.**

**Comments:** The police service should establish a formal structure through which organizational components are arranged, defined, directed, and coordinated. As well, all personnel should understand the responsibilities of each organizational component or function within the police service. This should be read in conjunction with Chapter 10 (Job Descriptions).

- 4.1.2 **The police service's organizational structure is depicted on an organizational chart and made available to all personnel.**

**Comments:** In addition to the written description, the police service should have an official organization chart. The chart should reflect the chain of command and the lines of authority and communication within the police service. The chart should be updated as required and be included in the police service's policy manual.

### 4.2 Unity of Command

- 4.2.1 **Each organizational component or function is under the direct command of one supervisor.**

**Comments:** The intent of the standard is to avoid confusion among employees and to establish accountability.

## CHAPTER 5: DIRECTION

The standards in this chapter relate to direction and supervision. They concern the need to recognize and establish the authority of the Chief of Police, the designation of command during the absence of the Chief of Police and the accountability of supervisors for the performance of subordinates.

### 5.1 Direction

**5.1.1 The police service's Chief of Police has the authority and responsibility for the management, direction, and control of the operation and administration of the police service.**

**Comments:** The authority and responsibility of the Chief of Police may be outlined in the provincial Police Act or other applicable authorities.

**5.1.2 A written directive designates the order of precedence for command authority in the event of the absence of the Chief of Police.**

**Comments:** A system of succession should be established to ensure that leadership is available when the Chief of Police is unable to act for whatever reason.

**5.1.3 A written directive states that supervisory personnel are accountable for the performance of employees under their immediate control.**

**Comments:** To achieve effective direction, coordination, and control, supervisory personnel should be accountable for the performance of employees under their immediate supervision. This standard applies to each level of supervision within the police service.

**5.1.4 A written directive requires employees to obey any lawful order of a superior, including any order relayed from a superior by an employee of the same or lesser rank.**

**Comments:** To permit effective supervision, direction, and control, employees should promptly obey any lawful order of a superior.

## **5.2**      **Written Directives**

**5.2.1**      **The police service has a written directives system that includes the following: statements of police service policy; and procedures for indexing, purging, updating,      revising and disseminating directives.**

**Comments:** The police service should establish a formal written directives system to provide employees with a clear understanding of the constraints and expectations related to the performance of their duties.

## CHAPTER 6: ADMINISTRATIVE REPORTING

These standards address management information systems.

### 6.1 Administrative Reporting

#### 6.1.1 The police service has a management information system, which includes:

- a) statistical and data summaries of police service activities; and
- b) an administrative reporting program.

**Comments:** The management information system should provide reliable information to be used in management decision making. This is important in predicting workloads, determining personnel and other resource needs, and preparing budgets. Examples of data sources are calls-for-service records, offense and arrest reports, and UCR reports.

#### 6.1.2 A written directive specifies the police service administrative reporting program, and includes daily, monthly and annual reports.

**Comments:** The administrative reporting system should provide management with information on the activities of the police service. Properly designed administrative reports will reflect comparative data on activities and trends. An administrative reporting system ensures good communications up the chain of command.

The daily report should be a summary of significant occurrences during the previous 24 hours. The purpose of the report is to keep personnel informed of major crimes, accidents, arrests, and other important activities. The daily report may be designed to include current data and statistics.

The monthly report should provide the Chief of Police and senior police managers with an opportunity to view the activities of their department/unit the previous month. Administrative matters may be discussed in the report, and comparative data on activities of the previous month, same month in the previous year, and year-to-date, are valuable sources of management information. The monthly report may also assist senior police managers with the identification of their objectives for the next month/year.

The annual report may be a summary of the monthly reports. The report should provide comparative data and statistics and summarize for the activities of the police service.

## **CHAPTER 7: PLANNING AND RESEARCH**

The standards in this chapter relate to planning and research activities within a police service.

All police services perform certain planning functions, depending upon their size and mandate. Among these are analyses of reported crimes and requests for services, development of a policing plan and budget recommendations, liaison with other criminal justice agencies, and development of operational procedures and policy guidelines.

### **7.1 Planning and Research**

**7.1.1 A written directive requires an annual analysis of operational activities, which should include the following items:**

- a) crime analysis based on quantity, location, day of week and time of day;**
- b) a human resource plan; and**
- c) a response procedure contingency plan for emergencies within the police service area.**

**Comments:** The analysis of crime data allows for the identification of crime patterns or problems requiring redress through an operational strategy, a crime prevention program or a human resource deployment plan. The contingency plan is necessary to explain to police service personnel the procedures and responsibilities for responding to emergencies such as air disasters or other incidents involving multiple deaths.

**7.1.2 A written directive requires dissemination of relevant analytical reports to organizational units within the police service.**

**Comments:** The opportunity for beneficial change in the use of police service resources is facilitated by the dissemination of studies and information.

**7.1.3 The police service has a multi-year plan which includes:**

- a) goals and operational objectives;**

- b) projected workload and population trends;**
- c) projected personnel levels; and**
- d) projected capital improvements and equipment needs.**

**Comments:** The planning process is essential for effective management. The police service should have a clear written articulation of its goals and objectives and a plan for achieving them. A multi-year plan is most effective.

## **CHAPTER 8: PERSONNEL ALLOCATION**

This chapter addresses the establishment, allocation and distribution of personnel. These standards encourage the effective deployment of civilian employees, and ensure that peace officers are assigned to activities requiring sworn peace officer status, experience and training. Some personnel alternatives include the use of auxiliaries to supplement full-time sworn personnel and the use of civilians in lieu of full-time, sworn peace officers.

Personnel alternatives are not intended to replace peace officers. Rather, personnel alternatives are intended to maximize the use of peace officers in appropriate roles.

### **8.1 Allocation of Personnel**

**8.1.1 A written directive sets out a position management system which provides the following information:**

- a) the number and type of each position authorized in the police services budget;**
- b) the location of each position within the police services organizational structure; and**
- c) the position status information, whether filled or vacant, for each position in the police service.**

**Comments:** The intent of this standard is to maintain control of personnel information for budget purposes as it relates to payroll, recruitment, selection and training.

**8.1.2 The police service allocates personnel to organizational components or functions in accordance with anticipated workload assessments.**

**Comments:** The police service should attempt to prevent over- or under-staffing by ensuring that the personnel strength of each unit is consistent with the workload. The nature or number of tasks, as well as their complexity, location, and the time required for completion are some of the factors influencing workload demands. The process of allocating personnel to each organizational component or function also permits the police service to determine the overall number of

personnel required to meet its needs and fulfil its objectives. The allocation should be reviewed on an annual basis.

## **8.2**      **Auxiliaries**

### **8.2.1**      **A written directive establishes and describes the police service's auxiliary police officer program.**

**Comments:** The directive should describe the duties and responsibilities of auxiliary officers, define their authority and discretion in carrying out their duties, and delineate the amount of supervision they are to receive. For auxiliary officers to become proficient in the performance of policing services, it is essential that they have a high degree of familiarity with the operation of the police service, confidence in their abilities, and competence acquired through experience/training.

### **8.2.2**      **A written directive defines auxiliary selection criteria.**

**Comments:** Background, education, criminal justice experience, physical abilities, and other selection criteria should be set out for auxiliary officer selection.

### **8.2.3**      **Auxiliary officers are qualified for service only after completion of an approved training program.**

**Comments:** Training and certification of auxiliary officers may fall within the mandate of provincial legislation.

### **8.2.4**      **Auxiliary officers wear the same uniform as full-time officers with the addition of insignia identifying the officer as an auxiliary. Auxiliary officers should be equipped at the discretion of the Chief of Police within any restrictive guidelines or directives dictated by existing statute or lawful directions pertaining to the powers and authority of peace officers.**

**Comments:** Uniforms for auxiliary officers, except for "auxiliary" insignia, should not be distinguishable from those of police officers. Uniforms and equipment may be reduced to reflect the level of activity of auxiliary officers and may be restricted by provincial legislation.

**8.2.5** Auxiliary officers who may be legally authorized or required to use firearms receive the same training in firearms use as regular officers and are tested for firearms proficiency with the same frequency as full-time officers.

**Comments:** Qualifying standards and scores for auxiliary officers should be identical to those for regular officers.

**8.3** Civilians (Guards, Matrons, Clerks, Dispatchers, etc.)

**8.3.1** Positions not requiring sworn personnel are specified as civilian positions and staffed accordingly.

**Comments:** Sworn personnel may be temporarily assigned to these positions in the event of an urgent police service need or to broaden an officer's experience.

## **CHAPTER 9: FINANCIAL MANAGEMENT**

The standards in this chapter relate to budgeting, accounting, and financial control.

Authority and responsibilities for financial management should be established in writing. The Chief of Police would normally be expected to participate in the police service's budget deliberations.

Accounting procedures should be compatible with those of the governing jurisdiction or as established through Tripartite Agreements. The accounting system is intended to prevent budget discrepancies and to make sure that the projected flow of funds is proceeding as planned.

There should be provisions for controlling the purchasing process and for making purchasing as effective and efficient as possible.

### **9.1 Financial Management**

#### **9.1.1 The police service has an accounting system that includes provisions for monthly status reports showing:**

- a) initial appropriation for each account (or program);**
- b) balances at the commencement of the monthly period;**
- c) expenditures and encumbrances made during the period; and**
- d) unencumbered balance.**

**Comments:** The accounting system should be compatible with, or may be a part of, the central accounting system of the governing jurisdiction. Each appropriation and expenditure should be classified according to function, organizational component, activity, object, and program.

#### **9.1.2 A written directive specifies procedures for collecting, safeguarding, and disbursing cash, including:**

- a) the preparation of financial statements;**

- b) **the conduct of internal audits; and**
- c) **the persons or positions authorized to accept or disburse funds and methods by which these funds are handled.**

**Comments:** Formal financial control procedures enable the police service to establish accountability, to comply with funding authorizations and restrictions, to ensure that disbursements are for designated and approved recipients and, more importantly, to alert police service management to possible problems requiring remedial action. The directive should include, where appropriate, collection for escorts, fines, warrants of committal, photographs, records checks, Firearm Acquisition Certificate processing and other such services.

**9.1.3 A written directive governs procedures for the conduct of an independent audit of the police service's financial activities.**

**Comments:** This standard may be met by compliance with auditing procedures as established through the police governance body or as established through a Tripartite Agreement.

**9.1.4 A written directive governs procedures for the requisition and purchase of police service equipment and supplies.**

**Comments:** The intent of this standard is to establish formal procedures for controlling the requisitioning and purchasing of police service supplies and equipment.

**9.1.5 A written directive governs procedures for emergency purchasing or rental agreements for equipment.**

**Comments:** Emergencies often require the purchase or rental of additional equipment. Procedures are necessary to outline the methods for securing or procuring such equipment efficiently.

**9.1.6 A written directive governs procedures for inventory control of police service property and equipment.**

**Comments:** Inventory controls are intended to prevent losses and unauthorized use.

**9.1.7 A written directive governs procedures for requesting supplemental or emergency appropriations and fund transfers.**

**Comments:** Monies should be available in the budget to cover circumstances that cannot be anticipated by prior financial planning efforts (e.g., additional funds to compensate for overtime expended during a civil disturbance or funds needed to purchase materials/equipment not authorized in the operating budget).

## **CHAPTER 10: JOB DESCRIPTION**

The standards in this chapter relate to job task analysis, classification, and matters affecting the delineation of duties and responsibilities.

### **10.1 Job Task Analysis**

#### **10.1.1 A written job task analysis of every position in the police service is maintained on file.**

**Comments:** The objectives of job task analysis are to:

- 1) provide a basis for establishing minimum job qualifications;
- 2) assist in the establishment of training curricula;
- 3) provide guidance to employees and their supervisors;
- 4) describe the duties and responsibilities of individual positions.

#### **10.1.2 The written job task analysis includes:**

- a) **the duties, responsibilities, and tasks of each position;**
- b) **the frequency with which each task is performed;**
- c) **the minimum level of proficiency necessary in the job-related skills, knowledge, and abilities; and**
- d) **a statement of the duties and responsibilities of each position within the police service is made available to all personnel.**

**Comments:** A variety of methods are available for conducting a job task analysis. Those responsible for task analysis may use whatever techniques are the most efficient for analyzing and presenting the basic information required. Statements of duties and responsibilities for each position should be prepared and made available to managers and supervisors. Such statements are key elements in achieving more effective management and supervision.

## **CHAPTER 11: RECRUITMENT**

These standards provide a framework for efficient recruitment policy.

Any effective and fair recruitment process is dependent upon many technical application requirements, including accurate vacancy announcements and the availability of locations for the testing process.

### **11.1 Administrative Practices and Procedures**

#### **11.1.1 A written directive establishes a recruitment program to attract applicants for actual or forecasted police service vacancies.**

**Comments:** When there are actual or forecasted vacancies, the police service should initiate and maintain an active recruitment campaign in order to remain competitive with other police services for qualified applicants.

### **11.2 Community Outreach**

#### **11.2.1 The police service seeks recruitment assistance, referrals, and advice from community organizations and key leaders.**

**Comments:** Cooperative assistance from key community organizations and leaders will increase and broaden the police service's exposure within the community.

#### **11.2.2 The police service posts job announcements with community service organizations.**

**Comments:** The police service should seek permission to post job announcements with community organizations that are in contact with individuals who are likely candidates for recruitment. The police service should seek to achieve broader dissemination and greater exposure of recruitment information.

#### **11.2.3 The police service sends recruiters to educational institutions and community organizations.**

**Comments:** Police service recruiters should acquaint college and university career counsellors with the benefits and challenges of a law enforcement career.

### 11.3 Job Announcements and Publicity

- 11.3.1 **The police service's job announcements provide a description of the duties, responsibilities, skills, education and physical requirements for the positions to be filled.**

**Comments:** The police service should provide the most accurate and precise job description possible to avoid undue delay. When performance dimensions are known, the potential applicants are in a better position to relate their particular knowledge, understanding, and skills to those required. The police service saves the time and expense of making determinations that the applicant could have made, had they been fully apprised. The police service should use the most economical means of providing information on employment opportunities to potential applicants. Advertisements should be placed in all appropriate media formats.

- 11.3.2 **The police service's recruitment literature depicts the community identity, including the role of women, in law enforcement employment.**

**Comments:** The police service should seek to enhance its credibility in the community by being truly representative of the population and lead by way of example.

### 11.4 Application Process

- 11.4.1 **The police service maintains contact with applicants from initial application to final employment disposition.**

**Comments:** The police service should acknowledge receipt of all employment applications within ten working days of their submission. Applicants should be periodically informed of the status of their applications. Applicant contacts should be documented.

- 11.4.2 **Applications are not rejected because of omissions or deficiencies that can be reasonably corrected prior to the testing or interview process.**

**Comments:** Applications that are deficient should be processed routinely if the deficiency can be rectified prior to the testing or interview process.

## CHAPTER 12: SELECTION

The standards in this chapter provide a framework for an efficient and effective selection process.

The selection process is generally acknowledged as a key activity in determining the operational effectiveness of a police service. Basic principles exist for the development of an efficient and effective selection process that result in the appointment of those individuals who best possess the skills, knowledge, and abilities necessary for a career in policing.

The linked concepts of the validity (job relatedness), utility (usefulness), and minimum adverse impact (fairness) of the total selection process and its individual components not only are fundamental management principles but have been incorporated into law through the courts and the regulatory process.

### 12.1 Professional and Legal Requirements

#### 12.1.1 **A written directive describes all components of the selection process.**

**Comments:** A comprehensive directive is essential for the administration, use, and defensibility of the selection process. The directive should describe the order of events in the selection process and should include information about the purpose, development, validity, utility, fairness, adverse impact, administration, scoring, and interpretation of all elements used in the selection process.

#### 12.1.2 **The selection process uses only those components that have been documented as being valid, useful and fair.**

**Comments:** The concept of validity requires proof that an element of the selection process either will predict job performance or detect important aspects of candidates work behaviour related to the position for which they are applying. If a particular procedure, test, or requirement is not significant to the job, then it is not valid and cannot be used in the selection process. The primary question to be answered in validation is the degree to which the police service makes appropriate assumptions about a candidate's job performance by using a particular procedure, test, or requirement in the selection process.

#### 12.1.3 **A written directive requires that all elements of the selection process be administered, scored, evaluated, and interpreted in a uniform manner. As**

well there should be policy governing security of selection criteria, including examinations. The results of the selection process should be confidential.

**Comments:** Operational elements of the selection process, time limits, oral instructions, practice problems, answer sheets, and scoring formulas should be clearly set forth and administered identically for all candidates. Failure to do so may prohibit validation of the process. Security of selection criteria and confidentiality ensures a fair and competitive process.

## **12.2 Administrative Practices and Procedures**

### **12.2.1 A written directive establishes selection criteria for positions where lateral entry is permitted.**

**Comments:** Selection criteria for lateral entry should include both eligibility qualifications and formal procedures for carrying out the process.

### **12.2.2 If the police service allows reapplication, retesting, and reevaluation of candidates not selected, a written directive specifies the conditions and procedures thereof.**

**Comments:** A candidate who fails should not necessarily be excluded from further consideration as no selection component is perfectly reliable; the candidate may have acquired new knowledge, skills, and abilities; adverse impact can be reduced through retesting; and the threat of lawsuits or appeals can be minimized through retesting.

### **12.2.3 At the time of their formal application, candidates are informed, in writing, of all elements of the selection process.**

**Comments:** A listing of selection elements should include, but is not limited to, all written physical and psychological examinations, polygraph examinations, oral interviews, and background investigations. From the outset, candidates should be made aware that sensitive or confidential aspects of their personal life may be explored.

### **12.2.4 Candidates who are not selected are informed, in writing, within thirty days of such a decision.**

**Comments:** Prompt notification in writing is not only an essential element of an efficient organization but also is fundamental to a fair and effective selection process.

**12.2.5** A written directive governs the disposition of the records of candidates not selected.

**Comments:** It is necessary to maintain selection data to ensure continuing research, independent evaluation, and defense against law suits.

### **12.3**      **Background Investigations**

**12.3.1** A background investigation of each candidate is conducted prior to selection and includes the verification of a candidate's qualifying credentials.

**Comments:** The background investigation, though costly and time consuming, is considered by many practitioners to be the most useful and relevant component of the selection process. Qualifying credentials should include educational achievement, employment, age, residence, and citizenship. Personal references should include at least one employer (if the candidate has an employment history) and may include teachers, landlords, neighbours, friends, and co-workers. The applicant should provide signed authorization for the police service to conduct those investigations.

### **12.4**      **Oral Interviews**

**12.4.1** An oral interview of each candidate is conducted, prior to selection, using valid, useful, and nondiscriminatory procedures and includes a written record of questions and responses.

**Comments:** All elements of the oral interview process should be standardized in order to be effective and impartial. Rating scales or procedures should be standardized in order to permit valid and useful distinctions among candidates and their expected job performance.

### **12.5**      **Occupational Qualifications**

**12.5.1 All physical and age qualifications for entry-level sworn positions meet the requirements of validity, utility, and fairness.**

**Comments:** Physical qualifications include such things as height, weight, visual acuity, hearing, colour blindness, physical agility, and physical fitness.

**12.5.2 A medical examination of each candidate is conducted, prior to selection by a licensed physician, using valid, useful, and nondiscriminatory procedures.**

**Comments:** The police service should check the health of candidates to identify any medical problems that might inhibit work performance, shorten a career, or contribute to work-related disabilities.

**12.5.3 A physical fitness examination of each candidate is conducted, prior to selection, using valid, useful, and nondiscriminatory procedures.**

**Comments:** Such an examination may help identify qualified candidates and reduce the probability of work-related disabilities. The use of valid, useful, and nondiscriminatory procedures helps ensure accuracy and legal defensibility.

**12.6 Probationary Periods**

**12.6.1 At least six months Recruit Field Training should be required in addition to Basic Recruit Training before candidates are granted permanent employee status.**

**Comments:** The police service should include a probationary period among the final steps in the selection process. This probationary period could be longer than one year, but should begin at the beginning of basic recruit training and not end until recruit field training is completed. This allows for a complete review of the candidates abilities.

## **CHAPTER 13: TRAINING**

The standards in this chapter relate to the training of police services personnel.

Training has often been cited as one of the most important responsibilities in police service. Training serves three broad purposes: First, well-trained officers are generally better prepared to act decisively and correctly in a broad spectrum of situations; Secondly, training results in greater productivity and effectiveness; and thirdly, training fosters cooperation and unity of purpose.

Training programs should ensure that the needs of the police service are addressed and that there is accountability for all training provided. In particular, training should be consistent with the police service's goals and objectives in particular to ensure that the needs of the community are met.

### **13.1 Organization and Administration**

#### **13.1.1 Job task analyses are used in the development of internal police service training programs or for the assessment of training which will be accessed outside of the police service.**

**Comments:** The police service should be able to demonstrate the job-relatedness of all training programs.

#### **13.1.2 A written directive requires the police service to update records of employees following their participation in training programs.**

**Comments:** As personnel complete training programs, the date of the training, the types of training received, any certificates received, attendance, and test scores should be recorded.

#### **13.1.3 Where the police service delivers training it should maintain records of each training class, to include:**

- a) course content (lesson plans);**
- b) names of attendees; and**

- c) **performance of individual attendees as measured by tests, if administered.**

**Comments:** The intent of this standard is to ensure that the police service is able to demonstrate what instruction was provided, who attended the sessions, and the performance of the attendees.

## **13.2 Basic Recruit Training (BRT)**

- 13.2.1 The police service requires all selected candidates to complete the recruit training program prior to any assignment in which the officer is allowed to carry a firearm or is in a position to make an arrest.**

**Comments:** The intent of this standard is to preclude assigning persons to positions requiring the carrying of firearms, enforcing the law or making arrests until they successfully complete a structured basic training course.

- 13.2.2 A written directive establishes a recruit field training (RFT) program upon completion of BRT, with provisions for the following:**

- a) **a selection process for RFT training officers;**
- b) **outside agencies which may provide certain aspects of RFT;**
- c) **supervision of RFT training officers;**
- d) **liaison with the training academy staff who deliver BRT to keep them appraised of developments in RFT that may impact on future BRT training;**
- e) **training of RFT training officers;**
- f) **rotation of recruit field assignments;**
- g) **guidelines for the evaluation of recruits on RFT by field training officers; and**
- h) **reporting responsibilities of RFT training officers.**

**Comments:** The goal of RFT is to provide recruits with qualified instruction and experience, and the police service with an objective appraisal of recruit performance.

### **13.3 In-service, Roll-call, and Advanced Training**

#### **13.3.1 A written directive governs an in-service training program for all sworn personnel in addition to training required under 1.3.7.**

**Comments:** The police service should ensure that personnel are kept up to date with new laws, technological improvements, and revisions in police service policy, procedures, rules, and regulations. The training should include a review of the following topics:

- 1) police service policy, procedures, and rules and regulations, with emphasis on changes;
- 2) statutory or case law affecting law enforcement operations, with emphasis on changes;
- 3) the functions of agencies in the local criminal justice system;
- 4) exercise of discretion in the decision to invoke the criminal justice process;
- 5) interrogation and interviewing techniques;
- 6) police service policy on the use of force, including the use of deadly force;
- 7) emergency medical services;
- 8) the performance evaluation system;
- 9) emergency fire suppression techniques;
- 10) new or innovative investigative or technological techniques or methods, if any;
- 11) hazardous materials incidents;

- 12) contingency plans including those relating to special operations and unusual occurrences;
- 13) crime prevention policies and procedures;
- 14) community policing initiatives;
- 15) police-justice diversion projects;
- 16) collection and preservation of evidence; and
- 17) report writing and records system procedures and requirements.

**13.3.2 A written directive governs advanced or specialized training for sworn personnel and includes criteria for selecting personnel and assignment of personnel following completion of advanced training.**

**Comments:** Advanced training may be considered the type of training provided at the Canadian Police College and other appropriate institutions.

#### **13.4 Civilian Training**

**13.4.1 A written directive requires all newly hired civilian personnel to receive the following training:**

- a) orientation on the police service's role, purpose, goals, policies, and procedures;
- b) working conditions and regulations; and
- c) responsibilities and rights of employees.

**Comments:** Civilian employees should be trained to meet the requirements of job responsibilities as identified by a job task analysis.

**13.4.2 A written directive identifies the civilian positions for which training and orientation are required.**

**Comments:** Training for employees who predominantly deal with citizens (i.e., communications personnel, victims services personnel or personnel assigned to information posts or the "front counter") should stress not only the skills necessary to perform the technical aspects of their jobs but also the importance of the link they provide between the citizen and the police service, which often shapes a citizen's opinion of the police service.

## **CHAPTER 14: CAREER DEVELOPMENT AND EDUCATION**

Career development is a structured process that is utilized by a department to provide opportunities for individual growth and development at all levels. It is designed to promote productive, efficient, and effective job performance and to improve the overall level of individual job satisfaction. More importantly, it is through career development activities that the upward mobility of all personnel may be enhanced by specific opportunities for professional growth and improved job performance.

The need for career development is important at all levels. The police service must be concerned with the mental and physical capabilities of its personnel, in particular the skills, knowledge, and abilities necessary to function in an efficient and effective manner. It is through a formalized plan that career development activities should be directed and that the police service can provide a system for identifying and fulfilling the needs of the individual and the police service.

### **14.1 Career Development**

#### **14.1.1 A written directive establishes a program of career development for all personnel which is evaluated annually and revised when necessary.**

**Comments:** The program should be voluntary and ensure all employees equal access to training and development opportunities. The aim of career development is to highlight specific opportunities for individual growth at all levels and to improve overall job satisfaction and performance. The police service should conduct a continuous review of the career development program to provide employees and management with up-to-date information regarding organizational requirements for achieving program goals.

### **14.2 Program Inventories**

#### **14.2.1 The police service maintains an annual inventory of the skills, knowledge, and abilities of each employee.**

**Comments:** An inventory of the skills, knowledge and abilities would include education level, relevant courses, specialized training languages, and other potentially useful dimensions.

**14.3 Career Counselling and In-service Training**

**14.3.1 The police service provides skill development to sworn personnel upon promotion.**

**Comments:** As personnel are promoted, the skills necessary to perform at a given level may change. The police service should arrange to provide the necessary training prior to promotion or immediately following promotion.

## **CHAPTER 15: PROMOTION**

Promotion denotes vertical movement in the organizational hierarchy from one rank classification or position to another, usually accompanied by an increase in salary. These standards are designed to improve the validity and fairness of the promotion process.

### **15.1 Professional and Legal Requirements**

**15.1.1 A written directive outlines the authority for and the procedures used in the promotion process.**

**Comments:** The directive should describe all elements used in the promotional process and may be incorporated within a comprehensive personnel management or general policy and procedures manual.

**15.1.2 If the police service uses written tests in the promotion process, an updated bibliography of reading materials should be provided to each candidate.**

**Comments:** Bibliographies serve as a guide to studying and assist employees by helping to direct their attention to the best sources available. Questions should be restricted to material covered in the referenced sources.

**15.1.3 The police service provides employees with a written announcement of the promotional process, which includes:**

- a) a description of the positions or job classifications for which vacancies exist;
- b) a schedule of dates, times, and locations of all elements of the process;
- c) a description of eligibility requirements; and
- d) a description of the process to be used in selecting personnel for the vacancies.

**Comments:** Promotional opportunity announcements should be posted prominently and in a timely fashion. A concise description of the vacancy should be provided.

**15.1.4 A written directive establishes criteria and procedures for the development and use of eligibility lists, if any, to include, at a minimum:**

- a) a numerical weight, if any, assigned to each eligibility requirement;
- b) a system of ranking eligible employees on the lists;
- c) time-in-rank eligibility requirements, if any;
- d) the duration of the eligibility lists; and
- e) the process for selecting names from the lists.

**Comments:** The promotion and grievance process should be clearly set out in the directive and should be developed in consultation with the membership of the police service.

## **15.2 Administrative Practices and Procedures**

**15.2.1 At least a six-month probationary period is required of all employees who are promoted.**

**Comments:** The police service should include a probationary period in the process as a safeguard against the promotion of employees beyond their capability. As early as possible during the probationary period, unsatisfactory candidates should be advised about their need for improvement and told that lack of improvement would be cause for return to their former rank or status.

**15.2.2 A written directive establishes procedures for the review and appeal, by employees, of adverse decisions concerning their eligibility for or appointment to promotional vacancies and includes:**

- a) the review of the written results of scored elements of the selection process; and

- b) **the appeal of promotional-potential reports used in the selection decision.**

**Comments:** The right of employees to challenge any aspect of the promotion process is an integral part of the process itself. A formal process should allow employees an opportunity not only to register their dissatisfaction with the results of specific components of the process, but also to have selection decisions formally reviewed by the police service.

**15.2.3 The promotion process is evaluated annually and revised, when necessary.**

**Comments:** The entire process should be evaluated in terms of its effectiveness relative to selecting the best qualified candidates in a fair and equitable manner. Elements of the process may become obsolete or have unintended effects over time due to changes in the applicant pool, reclassification of positions or new technology.

**15.3 Assessment Centres**

**15.3.1 A written directive should identify the availability of any assessment centres accessible for the purpose of aiding the police service with recruit selection, personnel development and/or promotion. An assessment centre:**

- a) **measures dimensions, attributes, characteristics, qualities, skills, abilities, or knowledge specified in a written job task analysis;**
- b) **uses well trained assessors;**
- c) **uses techniques designed to provide information which is used in evaluating the dimensions, attributes, or qualities previously determined;**
- d) **uses multiple assessment techniques;**
- e) **uses simulation exercises that have been pretested and are reliable, objective and relevant;**
- f) **bases judgments on pooled information from assessors and techniques;**

- g) bases overall evaluation of behaviour made assessors at a separate time from observation of behaviour during the exercises;**
- h) announces the dimensions to be evaluated in a written directive;**
- i) uses a form or forms to record and document the observations of assessors at each stage of the process; and**
- j) provides participants, upon request, with written rationale and information concerning the ratings, and recommendations of the centre.**

**Comments:** Evaluation of candidates should be based upon information gathered from a number of methods.

## **CHAPTER 16: COMPENSATION, BENEFITS, AND HEALTH AND FITNESS**

The standards in this chapter relate to benefits available to employees. The nature of work performed by police services requires that special attention be given to compensation and to benefits offered to employees.

### **16.1 Compensation**

**16.1.1 A written directive describes the agency's salary program and includes: entry-level salary for the agency, salary differential between ranks, salary levels for those with special skills, compensatory time policy, overtime policy and the provision of salary augmentation.**

**Comments:** This directive should include as clearly as possible those situations under which an employee will receive any salary noted above.

### **16.2 Benefits**

**16.2.1 A written directive describes the police service's benefits program.**

**Comments:** Each of the benefits provided to employees should be described in terms of what is provided, under what conditions, the cost, if any, and the extent of the benefit. Examples are insurance coverage, retirement programs, and education, kit and clothing.

**16.2.2 A written directive governs agency's leave program to include administrative leave, holiday leave, sick leave; and vacation (annual) leave.**

**Comments:** The circumstances and conditions under which administrative leave would be afforded an employee should be described. Limitations on the use of such leave and the procedures for application and approval should be included. Administrative leave may cover such matters as periods of bereavement, sabbatical and temporary leaves of absence.

**16.2.3 A written directive describes the police service's liability protection program.**

**Comments:** Liability protection is necessary to cover activities of the police services personnel.

**16.2.4 A written directive describes employee educational benefits, if any.**

**Comments:** Educational benefits provided by the police service for its employees may include attendance at educational institutions, training academies, police service training courses, and other training programs. For police service sponsored or approved programs, training should be given during regular work hours, if possible. Other benefits to encourage employee training may include time off with pay for hours involved in educational or training programs; a subsidization of training costs, to include: tuition costs and costs for texts and reference materials; education incentive pay and educational leave.

**16.3 Health and Fitness**

**16.3.1 A written directive governs the provision of physical examinations for employees.**

**Comments:** A periodic physical examination is a benefit to both the employee and the police service. The age of the employee and/or job assignment may determine the frequency and nature of the examination.

**16.3.2 A written directive specifies criteria for general health and physical fitness to be maintained by employees.**

**Comments:** A satisfactory level of general health and physical fitness, for everyone in the police service, should be encouraged.

**16.4 Member Assistance Program**

**16.4.1 A written directive describes the process under which a member may receive confidential personal assistance, relative to aspects of the members professional or personal life, which are affecting the employees well-being and/or ability to function appropriately at work.**

**Comments:** There are times when a member is having problems relative to alcohol/drug addiction, financial or family problems which affect the ability of job performance and general well-being of the member. Clear directives should be established to assist the member concerned.

## **CHAPTER 17: PERFORMANCE EVALUATION**

To achieve its stated objectives, a police service must be able to depend on satisfactory work performance from all employees. Performance evaluation is the measurement of the worker's on-the-job performance of assigned duties by the employee's supervisor. This section deals with the principles of performance evaluation and the manner in which it should be carried out, whether structured or not.

It is important that the principles of evaluation be applied by all police services to ensure the best use of human resources available, to ensure that personnel problems can be identified and dealt with promptly and fairly, and to ensure optimum job satisfaction on the part of each employee.

### **17.1      Organization**

#### **17.1.1      A written directive defines objectives of the performance evaluation system.**

**Comments:** An evaluation system serves both management and employees. Essentially an evaluation system fosters fair and impartial personnel decisions; maintains and improves performance; provides a medium for personnel counselling; facilitates proper decisions regarding probationary employees; provides an objective and fair means for measurement and recognition of individual performance in accordance with prescribed guidelines in particular those set out in Chapter 10; and identifies training for promotional requirements.

#### **17.1.2      A written directive defines the police service's performance evaluation system and includes: measurement definitions, procedures for use of forms, rater responsibilities and rater training.**

**Comments:** Employees will be more receptive to performance evaluation if they are familiar with the processes involved.

#### **17.1.3      A written directive requires an annual performance evaluation of each employee.**

**Comments:** The evaluation of the employee's performance covers a specific period and is based on performance during that period.

**17.1.4 The evaluation of each employee's performance is documented.**

**Comments:** As personnel performance evaluation is a basic management instrument, the results are valuable to all supervisors. A record of supervisor-employee communication on the latter's performance protects the employee's rights and prevents misunderstanding.

**17.1.5 A written directive requires that each performance evaluation report is reviewed and signed by the rater's supervisor.**

**Comments:** A key management requirement in ensuring the fairness and objectivity of the ratings given is for a reviewing officer to be prepared to comment on the rating officer's performance in order to ensure the uniform application of ratings and the fairness and validity of the system.

**17.1.6 A written directive specifies that the employee will be given the opportunity to read and sign the completed performance evaluation report.**

**Comments:** Each evaluation report should be read and understood by the employee. The signature indicates only that the employee has read the report and should not imply agreement or disagreement with the contents. If the employee refuses to sign, the supervisor should so note and record the reason or reasons, if given.

**17.2 Management**

**17.2.1 A written directive specifies that employees are rated by their immediate supervisor in keeping with 4.2.1.**

**Comments:** The supervisor is the most familiar with an employees's performance and is able, therefore, to evaluate performance most accurately. This responsibility should not be delegated. Employees may have been supervised by more than one supervisor during a reporting period. In this case, supervisors should confer with each other.

**17.2.2 A written directive states that raters are to be evaluated by their supervisors regarding the quality of ratings given employees.**

**Comments:** Supervisors should evaluate raters regarding the fairness and impartiality of ratings given, their participation in counselling rated employees, and their ability to carry out the rater's role in the performance evaluation system. The supervisor should ensure that the raters apply ratings uniformly.

**17.2.3 A written directive requires a review process for contested evaluation reports.**

**Comments:** A review process, short of the police service's full grievance process and beyond the review of the immediate supervisor of the rater, should be established to permit review of the ratings given when protested by the employee.

**17.2.4 A written directive requires the retention of performance evaluation reports.**

**Comments:** It is recommended that performance evaluations be retained for the duration of an individual's career.

**17.2.5 A written directive requires an annual review of the performance evaluation system.**

**Comments:** The objectives of such a review should be to identify instances of extreme ratings, the reasons for such ratings and the number/explanation of contested appraisals.

**17.3 Utilization**

**17.3.1 A written directive requires a written performance evaluation report on all probationary employees at least twice during the probationary period.**

**Comments:** A separate set of criteria is important in the rating of personnel on probation in order to determine, at the earliest point, their suitability for continued employment. The principal objective of supervisors rating probationary employees is to ascertain whether they can actually perform the required functions. Performance should be closely monitored, and written evaluations should be a part of this process.

**17.3.2 A written directive requires that each employee be informed at the beginning of the rating period concerning: goals and objectives; job tasks; level of performance expected; and evaluation rating criteria.**

**Comments:** It is essential to the success of the system that the employee fully understand specific duties and responsibilities of the position and expected performance level.

**17.3.3 A written directive requires explanatory comments when performance ratings are unsatisfactory or outstanding.**

**Comments:** Raters should be prepared to substantiate ratings in the lowest or highest categories by means of a narrative comment. It is good practice to maintain a performance log which contains daily notations and discussions relative to performance. Such documentation, initialled by the ratee after discussions, are an excellent way to support both the high and low ratings and eliminate any surprises at the annual evaluation.

**17.3.4 A written directive specifies procedures for employee review of the completed evaluation report, and includes interviews between rater and employee and written comments by employee.**

**Comments:** A performance evaluation system should include the participation of the employee in the process. This should contribute to the fairness and objectivity of the system.

**17.3.5 A written directive requires that a copy of the completed evaluation report be provided to the employee.**

**Comments:** As a full participant in the evaluation process, it is important that the employee be given a copy of the performance evaluation report.

## **CHAPTER 18: DISCIPLINARY AND REMEDIAL PROCEDURES**

Effective remedial measures are positive when used as a training or developmental tool. Among the programs having an impact on individual performance of a police officer are selection, training, direction, supervision, and accountability. The standards in this chapter reflect a "systems" approach to discipline.

### **18.1 Disciplinary Procedures**

#### **18.1.1 A written directive specifies a code of conduct and appearance for department personnel.**

**Comments:** This directive should include but not be limited to: compliance with police service directives; unbecoming conduct; use of alcohol and drugs; acceptance of gratuities, bribes, or rewards; abuse of authority; use of force; and proper care and maintenance of equipment.

The Code of Conduct of the Provincial Police Act and Regulations may apply. A copy of the code of conduct and appearance should be provided to each employee and the police service should include the topic in all levels of training and ensure that it is repeated at intervals to emphasize its importance.

#### **18.1.2 A written directive makes available to all employees copies and/or access to the code of conduct and appearance guidelines.**

**Comments:** All members should be aware of code of conduct guidelines and supervisors should stress their importance.

#### **18.1.3 A written directive prohibits sexual harassment in the work place and provides a means by which sexual harassment can be reported, including a means by which it can be reported if the offending party is in the complainants's chain of command.**

**Comments:** There are several means by which a police service can prevent sexual harassment in the work place, including:

- 1) strong policies and directives that prohibit such conduct;

- 2) immediate and thorough investigation of any allegation of sexual harassment;
- 3) effective and appropriate disciplinary action in any case where allegations of sexual harassment can be substantiated; and
- 4) efforts to make police service employees aware of their responsibilities and the legal issues involved.

**18.1.4 A written directive establishes procedures and criteria for the following: rewarding employee (including letters of commendation, compensation, awards for merit or valour; using training as a remedial measure; and using counselling as a remedial measure.**

**Comments:** The system should be based on fairness and should enhance employee morale. The written directive should mean consistency in rewarding employees. Police services that present awards for meritorious and heroic acts should ensure that criteria are established as prerequisites for these awards. The written directive should also encourage training as a means of improving employee productivity and effectiveness.

**18.1.5 A written directive specifies the role of supervisors in the disciplinary process.**

**Comments:** The role of supervisors, especially front-line supervisors, is crucial in the disciplinary process. Front-line supervisors have the best opportunity to observe the conduct and appearance of officers and detect those instances when disciplinary actions are warranted. Front-line supervisors also have the opportunity to understand the personality traits of the personnel under their supervision and to determine the most effective remedial measure. The Provincial Police Act and Regulations may also apply.

**18.1.6 A written directive specifies the authority attendant to each level of supervision and command relative to disciplinary actions.**

**Comments:** The directive should identify the conditions under which a supervisor may act without approval from higher authority.

**18.1.7 A written directive specifies appeal procedures in disciplinary actions.**

**Comments:** The directive should include initiation procedures, time frames, method of recording, and scope of the appeal process. To be an appeal, the issue should go to a higher level of authority.

## **CHAPTER 19: INTERNAL INVESTIGATIONS**

The internal investigations function is important for the maintenance of professional conduct and the integrity of a police service. The integrity of the police service depends on the personal integrity and discipline of each employee. To a large degree, the public image of the police service is determined by the quality of the internal investigations made in response to allegations of misconduct by the police service or its employees.

In most police services, a specialized internal investigations unit will not be established. However, the function is important and investigations should be conducted by the Chief of Police or delegated to a senior officer when deemed appropriate.

### **19.1      Administration**

#### **19.1.1      A written directive specifies the process of an internal investigation, to include:**

- a)                  recording, registering, and controlling the investigation of complaints against officers;**
- b)                  supervising and controlling the investigation of alleged or suspected misconduct within the police service;**
- c)                  identifying procedural differences relative to those alleged complaints where a statutory offence is implicated;**
- d)                  identifying procedural differences for alleged misconduct while off duty; and**
- e)                  maintaining the confidentiality of the internal investigation and records.**

**Comments:** It should be the policy of the police service that all allegations of employee misconduct be appropriately investigated and promptly adjudicated.

**19.2**      **Complaint Processing**

**19.2.1**      **A written directive requires the police service to investigate all complaints against the police service or employees of the police service.**

**Comments:** The purpose of the standard is to require an appropriate investigation of all formal complaints against the police service or its employees. Provincial legislation should be followed where applicable.

**19.2.2**      **A written directive requires the police service to maintain a record of all complaints against the police service or its employees.**

**Comments:** The confidentiality of these records is important and proper security precautions should be taken.

**19.3**      **Operational Procedures**

**19.3.1**      **The police service maintains liaison with Crown Counsel in investigations involving alleged criminal conduct on the part of an employee.**

**Comments:** To protect the integrity of the police service, it is important to maintain close liaison with the appropriate Crown Counsel. This liaison may include legal advice and assistance in case preparation.

**19.3.2**      **A written directive specifies the circumstances in which an employee may be relieved from duty.**

**Comments:** Authority for suspension may be covered by the Code of Conduct of the police service or under the Provincial Police Act and Regulations.

## CHAPTER 20: INTERNAL AND EXTERNAL AUDITING

The standards in this chapter relate to the audit function. Audits are an integral process which ensures that the police service is operating within the established guidelines and resolves issues before they develop into major problems.

### 20.1 Audits

**20.1.1 A written directive requires an audit function within the police service, and includes provisions for procedures to be used in conducting audits, a projected audit schedule and procedures to be used to follow-up the recommendations made as a result of the audit.**

**Comments:** Audits ensure the objective review of facilities, property, equipment, personnel and administrative and operational activities. Audits are essential for ensuring internal and external quality of service and for measuring client satisfaction.

**20.1.2 A written directive governs the facilitation of audits conducted by the appropriate Police Commission governing the police service.**

**Comments:** The First Nation Police Commission shall inspect and report upon the quality and standard of police service delivery on a regular basis, in particular during early development or the transitional phases of the police service. Where required by tripartite agreement, an independent audit/evaluation may be undertaken.

## **CHAPTER 21: CRIMINAL INVESTIGATION**

The standards in this chapter relate to the criminal investigation function.

These standards provide administrative and operational programs that will result in efficient and effective criminal investigations. This approach does not direct the police service's investigative functions in each specific crime category, such as murder, sexual assault, break and enter etc., but rather identifies those elements common to every investigation.

### **21.1      Organization and Administration**

**21.1.1      An administrative designation of "open," or "closed" is assigned to each case file, as appropriate.**

**Comments:** This designation is an internal administrative procedure to assist in case management and control. The categories are comprehensive in that "open" indicates the case is assigned to an investigator and investigative efforts are on going; "closed" indicates all investigative efforts have ceased and the case has been concluded.

**21.1.2      A written directive specifies the criteria for concluding investigative efforts.**

**Comments:** Adherence to this standard will provide administrators with improved management control over the conduct of follow-up investigations. It involves the continued application of solvability and degree-of-seriousness factors to the investigative workload. The criteria may include a lack of further leads or solvability factors; lack of investigative resources and minimal seriousness.

**21.1.3      A written directive specifies policies and procedures to be followed when using informants, to include:**

- a)            **the inclusion of informants in a master file;**
- b)            **the content of the informant file;**
- c)            **the maintenance of an informant file;**
- d)            **the security of informant file and related codes;**

- e) **methods applied to protect the identity of informants;**
- f) **criteria for paying informants;**
- g) **precautions to be taken with informants, generally; and**
- h) **special precautions to be taken with young person informants.**

**Comments:** The use of confidential informants is often necessary to complete some investigations. Procedures should be established to provide for a controlled system of informant management to avoid abuse and minimize adverse impact. A master file on informants should be maintained with an emphasis on security and rigid control of access.

- 21.1.4** **When a police service provides a fund for paying informants, a written directive establishes controls for the fund, and includes accessibility, criteria for use, accounting and auditing.**

**Comments:** The confidential nature of these funds requires special administrative (accounting and auditing) procedures. Accessibility implies physical safekeeping as well as a procedure for obtaining the money for payment. The criteria for use imply that a decision should be made regarding the value of the information as it relates to the investigation.

- 21.1.5** **Where necessary, such as in the case of transitional policing arrangements, a written directive specifies accountability for conducting preliminary and follow-up criminal investigations.**

**Comments:** To assign responsibility and to maintain investigative continuity, during the term of transitional policing, a written directive should define which element of the police service is responsible for the preliminary and follow-up investigations.

- 21.1.6** **A written directive establishes an investigative case status control system.**

**Comments:** The written directive would specify information that should be recorded, such as investigator assigned, date assigned, case number, and report due date, etc.

## **21.2      Operations**

**21.2.1      A written directive establishes procedures to be used in criminal investigation, to include: information development, interviews and interrogation, collection, preservation, and use of physical evidence and surveillance.**

**Comments:** The written directive should specify acceptable practices and methods of developing information through witnesses, victims, informants, and other sources available to officers. The directive should also provide guidance in conducting an investigation.

**21.2.2      A written directive establishes steps to be followed in conducting preliminary investigations, to include:**

- a)            observing all conditions, events, and remarks;**
- b)            locating and identifying witnesses;**
- c)            maintaining the crime scene and protecting evidence;**
- d)            notifying of supervisors;**
- e)            interviewing the complainant and the witnesses;**
- f)            assessing the need for and procedures to procure specialized assistance;**
- g)            reviewing police records;**
- h)            interrogating the suspect;**
- i)            arranging for the collection of evidence;**
- j)            effecting the arrest of the criminal;**
- h)            reporting the incident fully and accurately; and**
- i)            preparing court documentation.**

**Comments:** The preliminary investigation may be sufficient to bring the case to a satisfactory conclusion, thus alleviating the need for a follow-up investigation.

**21.2.3 The police service provides checklists to aid in criminal investigations.**

**Comments:** The field report, properly prepared, serves as a satisfactory checklist for most investigations. However, more complicated investigations require additional information, and checklists aid in ensuring that critical areas of investigation are not overlooked.

**21.2.4 A written directive establishes procedures for making a "second contact" with principals involved in a case requiring follow-up investigation.**

**Comments:** Contacting a victim, complainant, or witness for a second time, after the lapse of several days, may result in the receipt of information leading to the clearance of a case. Maintaining a policy of "second contact" is valuable in building public confidence in the police service as well as indicating that the police officers are genuinely concerned about the welfare of the victim and other citizens associated with the case.

**21.2.5 The police service has a system for designating a principal investigator or case coordinator for each case.**

**Comments:** This standard does not preclude the assignment of more than one person to an investigation but is designed to determine and identify accountability for each case.

**21.2.6 A written directive governs the use of technical aids in criminal investigations.**

**Comments:** The written directive should govern the access to such devices as polygraphs, surveillance equipment and other technical aids. The directive should also specify those persons who may be authorized to procure such equipment and the conditions under which they may be used.

**21.2.7 If investigative joint force operations are used, a written directive governs their activities, to include:**

- a) identifying the purpose;
- b) defining authority and responsibilities;
- c) establishing accountability;

- d) **identifying resources available; and**
- e) **evaluating results**

**Comments:** This standard applies to joint forces teams having concurrent or adjoining jurisdictions. The criteria for the use of joint forces units should be specified in the directive. The kinds of offenses for which they should be used and the procedures for control and evaluation should also be outlined.

**21.2.8 A written directive governs procedures for assuring compliance with Charter of Rights requirements during arrest, detention, and criminal investigations.**

**Comments:** These requirements include: informing accused persons of the reason for the arrest or detention; right to counsel including legal aid and the need to be so informed; rules of evidence governing interviewing and obtaining confessions within legal voluntary parameters; and authorities concerning the gathering of evidence, including search and seizure.

**21.3 Victim Assistance Program**

**21.3.1 A written directive establishes and describes the police service's victim assistance program.**

**Comments:** Providing emotional support and referrals to victims of crime supports and enhances the criminal investigation function. It also provides an important public service.

**21.3.2 A written directive describes the selection criteria for non-sworn personnel and volunteers working within the victim assistance program.**

**Comments:** The intent of this standard is to ensure that only persons having the appropriate attitudes, background, skills, and abilities are engaged in this function.

**21.3.3 A written directive establishes procedures for informing crime victims of case status (e.g. "open" or "closed"), change in case status, and other significant developments (i.e. arrests, recovery of property, prosecution, etc.).**

**Comments:** The intent of the standard is to involve crime victims in the process and to ensure that they understand what investigative steps are currently under way, or why the case is inactive.

**21.4**      **Family Violence**

**21.4.1**      **A written directive outlines policy and guidelines for the reporting and investigation of family violence complaints. The directive should clearly outline:**

- a)                    protection and safeguarding of the victim;**
- b)                    interview techniques and statement taking procedures;**
- c)                    gathering of evidence;**
- d)                    arrest and detention of the accused;**
- e)                    inter-agency cooperation and reporting;**
- f)                    protocol development**
- g)                    prosecution policy;**
- h)                    victim updating and recontact by the investigator; and**
- i)                    release procedures.**

**Comments:** Family violence includes but is not limited to spousal assault and child sexual assault. Family violence occurrences are often the result of internal and external influences on the family. Therefore; investigators must be alert to subtle indicators during the course of their investigations. The establishment of clear policy guidelines ensures consistent and professional attention to these very serious investigations.

**21.4.2**      **In conjunction with Standard 3.1.4 and 21.3.1, Victims Assistance Program, the police service maintains a list of resource persons and agencies which can be called upon to provide immediate or follow-up support to the victims of family violence.**

**Comments:** The traumatic effect of family violence is often beyond the ability of the police officer to effectively deal with. A list of resource persons including but not limited to community leaders, elders, alcohol councillors, child protection agencies, and women's shelters can assist the investigator to better serve both the victim and the accused.

**21.4.3 A written directive details policy and investigative procedures including suicide attempts or persons who appear to be likely to do harm to themselves.**

**Comments:** Police officers are often the first line of response in dealing with suicide. It is important that the peace officer not overlook or ignore potential warning signs, for example threats or actions which indicate that a person is contemplating suicide. Statute authorities for detention of persons potentially hazardous to themselves or others should be explicit and clearly outlined. Those situations that are not life threatening should be fully examined and where necessary resource persons in the community, willing and capable of assisting, should be called upon to provide assistance to the individual, family and friends.

**21.5 Substance Abuse**

**21.5.1 A written directive details statute authorities and policy guidelines regarding police response to substance abuse.**

**Comments:** Substance abuse takes many forms, and frequently involves young people. Often the possession of abusive substances is not regulated by federal or provincial statutes making enforcement difficult. It is important that the police recognize the danger that substance abuse poses for the community, particularly the youth, and endeavour to take a proactive approach to such occurrences.

**21.5.2 A resource list of individuals and agencies is available to the police investigator to assist with the handling of substance abuse occurrences.**

**Comments:** A cooperative community or holistic approach, including the assistance of community leaders and other professionals, is an effective strategy against substance abuse.

## **CHAPTER 22: POLICE PATROLS**

The standards in this chapter relate to the response-to-calls or patrolling function of a police service.

The word "patrol" is used here in its broadest sense. It is considered to be a primary police function and embraces much more than the act of patrolling. In fact it maybe defined as a generalized function in which officers engage in a wide variety of activities.

These standards emphasize the effective use of police patrols, as well as actual operational practices.

### **22.1      Organization and Administration**

**22.1.1      A written directive ensures a process to respond to emergencies 24 hours a day, every day of the year, within the police service's area of responsibility.**

**Comments:** The intent of this standard is to provide the community with basic police service. The public should be able to contact a police service at any time and receive immediate response to emergency situations.

**22.1.2      In those police services maintaining 24-hour coverage, procedures for shift change provide for continuous patrol coverage.**

**Comments:** To provide patrol coverage at all times, shift changes should be staggered.

**22.1.3      If the police service has any special-purpose vehicles (SPV), snowmobiles, all terrain vehicles, or boats, a written directive governs their operation and includes the following provisions:**

- a)              a statement on the objectives of their operation or usage;**
- b)              instructions, conditions, and limitations of usage;**
- c)              authorization for use in various situations;**

- d) **qualifications, training and listing of personnel or positions authorized to operate the (SPV);**
- e) **designation of person or position responsible for the condition and maintenance of the spv; and**
- f) **a listing of equipment, if any, to be kept in or on the SPV.**

**Comments:** The intent of this standard is to establish guidelines for the operation of all spv's utilized by the police service.

**22.1.4 A written directive specifies the procedure for radio communication within the police service as well with outside police services.**

**Comments:** Operations are more efficient and officer safety is enhanced when dispatchers, supervisors, and other on-duty officers know the status of officers, their locations, and the nature of cases. A uniform code facilitates communication, cooperation, and coordination among different police services operating within the same general area.

**22.1.5 The police service has a written directive which specifies the system for receiving crime and incident report information by telephone or through the mail.**

**Comments:** The intent of this standard is to maximize the use and effectiveness of police officer's time. Some calls for assistance do not require the dispatch of an investigator and can be effectively handled by receiving information in an alternative manner.

**22.1.6 A written directive describes the circumstances that require the presence of a supervisor at the scene of an incident/investigation for the purpose of assuming command.**

**Comments:** Incidents of a serious nature that require the presence of a supervisor who possesses the authority necessary to deal with the problem.

**22.2 Operations**

**22.2.1 A written directive states that every on-duty police officer must have access to radio communications.**

**Comments:** The intent of this standard is to ensure that on-duty officers have the means for radio communication.

**22.2.2 A written directive governs the pursuit of motor vehicles, to include:**

- a) evaluating the circumstances;
- b) initiating officer's responsibilities;
- c) the notification and involvement of a supervisor;
- d) secondary unit's responsibilities;
- e) dispatcher's responsibilities;
- f) supervisor's responsibilities;
- g) forcible stopping or interception;
- h) when to terminate pursuit; and
- i) inter- and intra-jurisdictional pursuits.

**Comments:** The police service must balance the necessity for pursuit or apprehension against the probability and severity of damage or injury. Supervisors must be involved as soon as possible to evaluate and direct the movement of the pursuing units.

**22.2.3 A written directive establishes procedures for responding to routine, urgent, and emergency calls.**

**Comments:** The police service should prioritize calls. These classifications should permit designation of the seriousness of the call.

**22.2.4 Each vehicle used in general patrol service must be equipped with at least the following equipment: appropriate emergency lights, a siren, a mobile radio transceiver and emergency equipment.**

**Comments:** As an emergency vehicle, a patrol car should be equipped with these accessories to increase its effectiveness.

**22.2.5 A written directive establishes the guidelines for use of occupant safety restraining devices in police service vehicles.**

**Comments:** The use of seat belts is governed by the Provincial Motor Vehicle Act.

**22.2.6 A written directive sets guidelines for the procurement and usage of soft and hard body armour.**

**Comments:** Such equipment should be included in initial uniform issue. When it is not, a directive may specify circumstances when the wearing of body armour is mandatory.

**22.2.7 A written directive establishes procedures for notifying next-of-kin of deceased, seriously injured, or seriously ill persons.**

**Comments:** The procedures should ensure that notifications are carried out promptly and in a considerate manner.

**22.2.8 A written directive establishes procedures for notifying the following persons or agencies: medical examiner/coroner, road/highway departments, fire/ambulance services, public utilities, towing facilities and news media.**

**Comments:** The written directive should specify the circumstances requiring notification and establish procedures to ensure that such notifications are promptly carried out.

## **CHAPTER 23: YOUNG OFFENDERS**

The standards in this chapter relate to the organizational and operational aspects of dealing with young offenders. Given the special legal status of young offenders, policy should be developed that clearly dictates when young offenders should or should not be taken into custody. In addition, procedures should be established for the interrogation and temporary detention of young offenders.

### **23.1 Organization and Administration**

**23.1.1 A written directive states that the police service is committed to the development and perpetuation of programs designed to prevent and control delinquency of young offenders.**

**Comments:** Although the enforcement of laws with respect to young offenders is a significant function, it is also necessary to emphasize the need for police services to engage in activities and design programs geared towards preventing young persons from coming into conflict with laws of state and the community.

**23.1.2 A written directive establishes provisions for review of the police service policy and procedures in relation to the Young Offenders Act.**

**Comments:** Young persons have special status in the criminal justice system, therefore the police service must ensure that its policies are consistent with the current legislation and practise.

### **23.2 Operations**

**23.2.1 A written directive governs the arrest or detention of young persons.**

**Comments:** The intent of this standard is to ensure compliance with the Young Offenders Act.

**23.2.2 A written directive establishes procedures regarding young offenders who have been taken into custody, to include the immediate notification of the**

**young offender's Charter of Rights and notification of the young offenders' parents, guardians, or adult of choice.**

**Comments:** The intent of the standard is to ensure compliance with the Young Offenders Act.

**23.2.3 A written directive governs procedures for the interrogation of young offenders, to include provisions for the following:**

- a) **conferring with parents or guardians;**
- b) **limiting the duration of interrogation and the number of officers engaging in the interrogation; and**
- c) **using "waiver forms" where a Young Offender wishes to waive rights provided for under the Young Offenders Act.**

**Comments:** Professional police policies ensure the appropriate handling of young offenders and the proper procedures for the gathering and securing of evidence.

**23.2.4 A written directive establishes procedures for the collection, dissemination, and retention of fingerprints, photographs, and other forms of identification pertaining to young offenders.**

**Comments:** The intent of this standard is to ensure compliance with the Young Offenders Act.

## **CHAPTER 24: CRIME PREVENTION**

The standards in this chapter relate to the prevention, and suppression of crime. Beyond stating their commitment to crime prevention, police services should establish specific policies, goals, and objectives by which their commitment can be realized. In larger police services, the designation of an individual responsible for crime prevention activities on a part-time or full-time basis may be advisable. In all police services, it should be understood that all officers are responsible for achieving police service crime prevention goals.

### **24.1 Organization and Administration**

**24.1.1 A written directive states that the police service is committed to the development and perpetuation of community crime prevention programs.**

**Comments:** A firm commitment should be made by the management of the police service to the concept of reducing crime through proactive crime prevention programs. Because a myriad of programs and approaches exist in the field of crime prevention, each police service will, of necessity, limit the scope of its activity to those programs and approaches that best suit its needs. For this reason, all officers should be acquainted with the specific approach and techniques their police service has chosen to use.

### **24.2 Operations**

**24.2.1 A written directive establishes the police service's crime prevention programs and provides for:**

- a) identifying programs by crime analysis and geographic area;**
- b) identifying programs to address community needs which may be influenced by perceptions of crime; and**
- c) evaluating the effectiveness of crime prevention programs at least annually.**

**Comments:** The police service should establish priorities for action. On the basis of pertinent data, the police service in conjunction with the community should decide which crime types present the greatest problem; where the problems are

most severe or where crime prevention activities could be most productive; and what types of programs would be most effective in combating crime. The involvement of the community is important to ensure that their needs are addressed, that they participate in determining methods which will assist in providing solutions, and that those methods have wide spread support. Crime prevention efforts should incorporate the interests of all segments of the community, including local business, citizens' organizations, government, and other appropriate groups.

**24.2.2 A written directive requires the police service to have a school liaison program with objectives which may include:**

- a) to act as a resource with respect to crime prevention;
- b) to provide guidance on ethical issues in a classroom setting;
- c) to provide individual counselling to students; and
- d) to explain the police role in the community and society in general.

**Comments:** School liaison programs can also provide a forum through which students, parents, faculty, and police officers can become acquainted and, as a result, earn mutual respect.

## **CHAPTER 25: COMMUNITY RELATIONS**

The standards in this chapter relate to the establishment and maintenance of a community relations. To operate effectively, police services must have the support of their communities. Police services can obtain such support by informing the public and news media of events that affect the lives of citizens in the community. In short, the police service's policy should be one of openness and candour.

To convey information, police services often rely on the news media but other less formal communication methods should also be considered. Policies should be developed that govern what, when, and by whom information should be released.

### **25.1 Public Information**

#### **25.1.1 A written directive establishes a public information policy, including assisting news personnel in covering routine news stories at the scenes of incidents and preparing and distributing police service news releases.**

**Comments:** This written directive should address how the police service will handle situations in which the media are interested, as well as situations in which the police service wishes to generate media interest. The media representatives should not be in a position to interfere with police operations at the scene of an incident. The guidelines for media access, including access by photographers to the scene, should be communicated to the media to ensure their cooperation.

#### **25.1.2 A written directive establishes the procedures for press releases, including the position or person responsible for the actual release of the information.**

**Comments:** The police service should have procedures that address the criteria to be used in determining: the need for press releases on a daily or weekly basis, or as necessitated by specific occurrences in the police service's service area; the specific content, format and the extent of coverage of police service activities and the maintenance of a consistent policy regarding the position or person responsible for releasing information.

### **25.2 Community Relations**

**25.2.1 A written directive establishes a community relations policy for the police service.**

**Comments:** Police services should establish direct contact with the community. Without "grass root" community support, the successful and effective provision of police service may be difficult, if not impossible. A well-organized community relations operation can be an effective means of eliciting public support and can serve to identify problems in the community.

**25.2.2 A survey of citizen attitudes and opinions is conducted annually or as often as felt to be required with respect to:**

- a) overall police service performance;
- b) overall competence of police service employees;
- c) officers' attitudes and behaviour toward citizens;
- d) concern over safety and security within the police service's service area as a whole;
- e) concern over safety and security within the area where the respondent lives; and
- f) recommendations and suggestions for improvements.

**Comments:** The use of surveys is widespread in both the public and private sector. Police services should use citizen attitude surveys to complement other sources of information used in the decision-making process. The survey should use established research methodologies, such as random sampling of at least one percent of the population and sampling within each zone of responsibility in proportion to the ratio of population within the zone to total population in the jurisdiction. The survey may be conducted by mail, in person, or by telephone and may be combined with questions relating to victimization and other issues. The results of the survey should be provided to the community.

## CHAPTER 26: UNUSUAL OCCURRENCES

"Unusual occurrences" generally involve emergency situations resulting from disasters (both natural and human made) and civil disturbances. This category of disasters includes such things as floods and explosions. Civil disturbances includes riots, demonstrations, protests, and labour disputes.

The many variables affecting the response to unusual occurrences preclude developing standards on specific situations. Therefore, these standards address the administrative and operational measures a police service should take in developing contingency and operational plans in order to respond effectively to these occurrences.

### 26.1 Administration

**26.1.1 A written directive outlines a position that is responsible for planning a response to unusual occurrences.**

**Comments:** The person holding this position should be the principal advisor on disasters and civil disturbances.

**26.1.2 The police service has a written contingency plan, updated annually, for responding to natural and human-made disasters and includes provisions for:**

- a) **communications;**
- b) **field command posts;**
- c) **community relations/public information (media briefings);**
- d) **additional human resources and equipment, (i.e. military support, hospitals, provincial police, Emergency Measures Organization, community, provincial and federal agencies);**
- e) **site security;**
- f) **traffic control;**
- g) **equipment requirements;**

- h) **medical treatment, including morgues;**
- i) **de-escalation procedures;**
- j) **chain of command (order of precedence);**
- k) **accommodation; and**
- l) **transportation.**

**Comments:** Thorough planning is a fundamental requirement in dealing with natural and human-made disasters. The plan should be coordinated with regional or provincial authorities. An emergency operations manual which includes the various contingency plans should also contain step-by-step instructions on how to implement the plan. It should contain referral worksheets that list operational orders, personnel and equipment resources, external resources, command post needs, available communications, security measures, intelligence matters, media relations, and on-site operations. The manual must be familiar to all police personnel and be available for immediate implementation.

**26.1.3 The police service maintains liaison with the Emergency Measures Organization (EMO) and other authorities.**

**Comments:** The police service should coordinate the plan's contents with the EMO, other agencies and all police service personnel.

**26.2 Operations**

**26.2.1 A written directive requires procedures for responding to disputes and/or acts of civil disobedience.**

**Comments:** Policy should reflect the police response as neutral, non-confrontational and independent.

**26.2.2 The police service's civil disturbance plan includes the following provisions for carrying out mass arrests:**

- a) **processing (to include booking);**
- b) **transportation;**

- c)            **detention;**
- d)            **evidence collection;**
- e)            **security;**
- f)            **identification;**
- g)            **inter-agency agreements;**
- h)            **defense counsel visits;**
- i)            **court documentation;**
- j)            **media relations/public information;**
- k)            **food, water, and sanitation; and**
- l)            **medical treatment.**

**Comments:** Although alternatives to mass arrests should be actively sought, police services should devise emergency contingency plans for mass arrest situations. The plans should include provisions for prisoner and officer security and the restoration of order by means of lawful arrest.

## **CHAPTER 27: TACTICAL OPERATIONS**

The standards in this chapter relate to tactical operations, which are defined as, but not limited to, the use of an emergency response team (ERT), hostage negotiation and policy regarding bomb threats/disposal.

### **27.1 Tactical Operations**

#### **27.1.1 The police service has a written plan for handling a barricaded person situation including:**

- a) procedure on accessing trained hostage negotiators and/or ERT personnel;**
- b) notification of appropriate persons within and outside the police service;**
- c) establishment of an inside and outside perimeter around the scene;**
- d) evacuation of injured victims;**
- e) evacuation of bystanders;**
- f) establishment of command post and chain of command;**
- g) request for ambulance, rescue, or fire equipment;**
- h) authorization for news media access, and news media policy;**
- i) authorization for use of force; and**
- j) communication with the barricaded person.**

**Comments:** Guidelines for barricaded person situations need to be developed and tested prior to use in a real situation. Once in effect, they should be widely circulated and subject to annual review and modification.

**27.1.2 The police service has a written plan for handling a bomb threat situation or bomb emergency.**

**Comments:** The bomb threat situation or bomb emergency plan should include:

- 1) the role of personnel in ascertaining details from the bomb threat caller;
- 2) notification of senior police service officials;
- 3) establishing a security perimeter;
- 4) organizing search teams;
- 5) search procedures;
- 6) equipment required by search teams;
- 7) if a suspected device is located, notification of the agency responsible for bomb disposal;
- 8) evacuation policy in schools and other buildings;
- 9) coordination with the fire department; and
- 10) coordination with investigators or evidence specialists.

## **CHAPTER 28: TRAFFIC SERVICES AND LAW ENFORCEMENT**

The standards in this chapter govern the police services administration, records systems and enforcement activities as they pertain to traffic law enforcement. These activities involve data collection and analysis, formulation of policy and procedures and development of effective enforcement through preventative patrols and active enforcement techniques. The standards also govern relationships with motorists, pedestrians, courts, and prosecutors.

### **28.1      Organization**

#### **28.1.1    A written directive states that the responsibility for enforcing traffic laws and regulations is shared by all uniformed personnel.**

**Comments:** Since there is a close interrelationship between traffic enforcement and all other police activities, the responsibility for enforcing traffic laws and regulations must be shared by all uniformed personnel.

### **28.2      Traffic Records**

#### **28.2.1    The police service has a traffic records system which includes traffic accident data (reports, investigations, locations) and traffic enforcement data (prosecutions and warnings).**

**Comments:** The size and scope of the traffic records system is dependent on the police service complement, its area of jurisdiction and the priority it places on traffic duties. The system should rapidly provide accurate information about the status of the traffic situation and the response of the police service.

### **28.3      Selective Enforcement**

#### **28.3.1    A written directive governs the police service's selective traffic enforcement functions and includes an analysis of traffic accidents, traffic enforcement activities and public concerns.**

**Comments:** The ultimate goal of selective traffic enforcement is to reduce traffic accidents. This may be achieved through the application of techniques such as: geographic/temporal assignment of personnel and equipment and the

establishment of preventive patrols to deal with specific categories of unlawful driving behaviour. The techniques used should be based on accident data, enforcement activity records, traffic volume, and traffic conditions.

#### **28.4 Traffic Law Enforcement**

##### **28.4.1 A written directive establishes uniform procedures for taking enforcement action incidental to traffic law violations including warnings, tickets, arrest and procedures dealing with Young Offenders.**

**Comments:** This directive establishes guidelines ensuring that enforcement actions are commensurate with applicable laws and take into account the degree and severity of the violation committed. The directive should discourage emphasis on quantitative enforcement activities (such as ticket quotas) and acknowledge that both qualitative and quantitative emphases are integral to the police service's traffic program.

##### **28.4.2 Where required, a written directive establishes procedures governing accountability for traffic tickets.**

**Comments:** Some jurisdictions require that traffic tickets are accounted for from the point of issuance to individual officers through final adjudication by the court or administrative authority.

##### **28.4.3 A written directive establishes procedures for the treatment of motorists charged with operating a vehicle after their driving privileges have been revoked or suspended.**

**Comments:** The directive should include guidelines consistent with applicable legislation.

##### **28.4.4 A written directive governs the use of speed-measuring devices in traffic enforcement, including maintenance and operator training and certification.**

**Comments:** The police service should ensure that officers are fully trained and authorized.

**28.4.5 A written directive establishes procedures for handling persons charged with driving under the influence of alcohol or drugs.**

**Comments:** The arrest of a person for driving while impaired differs significantly from the handling of other traffic law violations. Procedures should address the methods to be employed for:

- 1) administration of breath tests;
- 2) safe transportation of impaired suspects;
- 3) procurement of blood and urine testing;
- 4) incarceration or release to a responsible third party; and
- 5) disposition of the suspect's vehicle.

**28.4.6 A written directive governs the use of blood-alcohol measuring devices in traffic law enforcement, including: maintenance and operator training and certification.**

**Comments:** The police service should ensure that equipment is maintained and functioning properly and that officers are fully trained and authorized in the usage of blood-alcohol measuring devices.

**28.4.7 A written directive establishes procedures pertaining to drivers who are referred to licensing authorities for re-examination.**

**Comments:** Routine enforcement, accident reporting, and investigation activities frequently lead to the discovery of drivers who have suspected incompetency, physical or mental disability, disease, or other conditions that might prevent the person from exercising reasonable and ordinary care over a motor vehicle.

**28.5 Traffic Direction and Control**

**28.5.1 A written directive requires police service personnel to wear high-visibility clothing when directing traffic.**

**Comments:** Use of reflective vests or other high-visibility clothing when directing traffic enhances officer safety, driver recognition and response.

**28.5.2 A written directive describes circumstances warranting the use of roadblocks and checkpoints and specific procedures for implementation.**

**Comments:** This directive should specify the types of roadblocks authorized for use and the circumstances surrounding their use as well as any authorization deemed necessary.

**28.6 Traffic Ancillary Services**

**28.6.1 A written directive specifies procedures for obtaining mechanical assistance or towing services.**

**Comments:** The directives should establish procedures for obtaining services or other assistance in an equitable manner that satisfies the needs of the public, the police service, and the providers of such services.

**28.6.2 A written directive specifies procedures for the treatment of abandoned vehicles.**

**Comments:** The directive should define the circumstances under which vehicles are considered abandoned, and when and how they are to be removed.

**28.6.3 A written directive governs the removal and towing of vehicles.**

**Comments:** The directive should establish procedures for removal or towing of vehicles that are illegally stopped, standing, or parked; stolen or abandoned; and in police service custody.

**28.6.4 A written directive requires that a record be maintained of all vehicles removed or towed by an officer's discretion.**

**Comments:** Whenever a vehicle is removed or towed at the discretion of an officer, a written record should be made marking the time, date, location, requesting officer, reason for removal or tow, towing service, location of the vehicle, and notification (or attempts) of the registered owner. Where available, CPIC entries should be made to make the information available to other police services.

## **CHAPTER 29: TRAFFIC ACCIDENT INVESTIGATION**

The standards in this chapter govern police service activities connected with or related to traffic accidents.

### **29.1 Accident Reporting and Investigation**

**29.1.1 A written directive governs accident reporting and investigation to include accidents involving death or injury, property damage, hit and run, impairment due to alcohol or drugs, or hazardous materials.**

**Comments:** The directive should establish procedures to ensure that the police service's accident reporting and investigation responsibilities are efficient and effective.

**29.1.2 A written directive states when police response is necessary at the scene of an accident such as incidents involving:**

- a) death or injury;
- b) hit and run;
- c) impairment of an operator due to alcohol or drugs;
- d) damage to public vehicles or property;
- e) hazardous materials;
- f) disturbances between principals;
- g) major traffic congestion as a result of the accident; or
- h) damage to vehicles to the extent towing is required.

**Comments:** The intent of this standard is to allow each police service develop policy appropriate to local conditions. This policy should be communicated to motorists through the police service's public information program.

**29.1.3 A written directive governs the use of expert and technical assistance in accident investigations.**

**Comments:** The directive should specify the circumstances under which a traffic accident analyst is to be utilized.

## CHAPTER 30: PRISONER TRANSPORTATION

The standards in this chapter discuss the directives that apply to the prisoner transport function.

Transportation by police services of persons who are in custody is a constant requirement. Two general time periods are involved: The first is immediately after arrest, when the prisoner is taken by the arresting officer for booking, holding or transfer to another facility. The second concerns the movement of prisoners from the detention facility (such as the police service's holding facility) to a hospital or other medical facility, to court, etc. Police services should regularly review their policy and procedures covering all types of prisoner transportation.

### **30.1      Transport Operations**

#### **30.1.1      A written directive requires a search of the prisoner by the police officer before being transported.**

**Comments:** The transporting officer is legally responsible for the safety and custody of the prisoner who is being transported. Prisoners should be searched each time they come into the transporting officer's custody, including to and from court appearances.

#### **30.1.2      A written directive requires the search of transport vehicles prior to and after transporting prisoners.**

**Comments:** Each time a prisoner is transported, the vehicle should be examined to ensure that no weapons or similar items are present.

#### **30.1.3      A written directive prescribes the security and control of prisoners transported to medical care facilities for treatment or examination.**

**Comments:** If the prisoner is admitted to the hospital, the police service should provide the security.

#### **30.1.4      A written directive requires that the police service notify the judge of the court when a prisoner to be transported is considered a security hazard.**

**Comments:** In such cases, the judge may allow or direct the use of restraining devices in the court and may request the assignment of additional security officers.

**30.2**      **Special Transport Situations**

**30.2.1**      **A written directive governs situations permitting transport of prisoners by officers of the opposite sex, with exceptions defined.**

**Comments:**In such situations, procedures should provide for recording time of departure, time of arrival, and mileage of the vehicle.

**30.2.2**      **A written directive prescribes methods used in transporting mentally disturbed, handicapped, sick or injured prisoners.**

**Comments:** These prisoners present conditions for their transport that dictate special care and attention.

**30.2.3**      **A written directive prescribes the use of restraining devices on mentally disturbed, handicapped, sick or injured prisoners.**

**Comments:** It should not be assumed that restraining devices are not required on these prisoners.

**30.3**      **Restraining Devices**

**30.3.1**      **A written directive stipulates when and how prisoners are to be restrained during transport, with exceptions noted.**

**Comments:** It is necessary for officers to know when and how prisoners are to be restrained and when, where, and how particular restraining devices are to be employed, including special and prohibited methods.

**30.4**      **Documentation**

**30.4.1**      **A written directive prescribes the documentation that must accompany the prisoner.**

**Comments:** Proper documentation should accompany the prisoner depending upon the reason for transportation.

**30.4.2** A written directive requires that information relating to a prisoner's escape, potential suicide or other personal traits be brought to the attention of the escorting officer and included in the documentation that accompanies the prisoner during transport.

**Comments:** The escort officer should be specifically alerted to any potential security problems that the prisoner may present during transport. This information should include escape or suicidal tendencies as well as unusual illnesses which could result in injury or danger to the escort or prisoner.

## **CHAPTER 31: DETENTION FACILITY**

These standards apply only to those police services operating short-term detention facilities maintaining custody of prisoners for short periods of time.

### **31.1      Management**

#### **31.1.1      The police service has a written directive that governs the operation and maintenance of the detention facility.**

**Comments:** The written directive may be in the form of a manual that covers management, operations, security, prisoner accounting, and control.

#### **31.1.2      A written directive designates one person as responsible for the operation of the detention facility.**

**Comments:** It is important for successful operation of the facility that one person be held responsible for the facility's operation, including management of its personnel, prisoners, and programs.

#### **31.1.3      A written directive governs access of nonessential persons to the detention facility.**

**Comments:** The directive should address access to the facility by counsel, family and others.

### **31.2      Physical Facilities**

#### **31.2.1      Detention facilities provide the following minimum conditions for prisoners:**

- a)              **sufficient lighting;**
- b)              **circulation of fresh air in accordance with local public health standards;**

- c) access to a toilet, wash basin or shower and drinking water;  
and
- d) a bed and bedding for each prisoner held in excess of eight  
hours.

**Comments:** The directive may provide exceptions for prisoners who are deemed suicidal.

### **31.3 Safety and Sanitation**

#### **31.3.1 A written directive prescribes fire prevention practices and procedures for the facility.**

**Comments:** The police service should plan and execute all reasonable procedures for the prevention and prompt control of fire.

#### **31.3.2 The type and location of fire equipment is approved in writing by provincial or local fire officials.**

**Comments:** Fire equipment should be located in easily accessible locations affording minimum opportunity for tampering.

#### **31.3.3 The facility has an automatic fire alarm and heat and smoke detection system that are approved in writing by provincial or local fire officials.**

**Comments:** The facility should have the capability to alert staff to the presence of both fire and smoke in the facility. The fire alarm system should be connected directly to the nearest full-time, emergency dispatch centre.

#### **31.3.4 A written directive requires a documented weekly inspection and a documented semi-annual examination of fire equipment and the automatic fire detection system.**

**Comments:** The inspection should focus on verifying the presence of equipment, the functioning of automatic devices and the detection of any tampering or damage.

**31.3.5** There is a written and posted emergency evacuation plan for the facility and a designated, signed emergency exit directing evacuation of persons to hazard-free areas.

**Comments:** If possible, two separate means of emergency exit should be provided. The evacuation plan should specify a route of evacuation and subsequent disposition and housing of prisoners. The plan also should include provisions for first aid and hospital transportation.

**31.3.6** A written directive requires a sanitation inspection of the facility and specifies procedures for control of vermin and pests.

**Comments:** Any condition conducive to harbouring or breeding insects, rodents, or other vermin should be eliminated.

#### **31.4** Security and Control

**31.4.1** A written directive specifies that firearms will be secured before anyone enters the detention facility.

**Comments:** Exceptions to the standard may be made in certain emergency situations.

**31.4.2** A written directive requires a security check (including a search for weapons) prior to each use of an unoccupied cell.

**Comments:** A security check, including a search for weapons, should be made of each unoccupied cell prior to use.

**31.4.3** A written directive requires a documented security inspection (including a search for weapons) of the detention facility at least weekly.

**Comments:** All detention areas and other areas to which prisoners have access should be searched for weapons and other prohibited articles.

**31.4.4** There is a security alarm system linked to a designated control point.

**Comments:** Emergency alarm systems are vital to the safety of prisoners and staff and to the security of the facility.

**31.4.5** A written directive prescribes procedures to be followed in the event of an escape.

**Comments:** If an escape occurs, the procedures to be followed should be made known to all personnel.

**31.5** Prisoner Processing

**31.5.1** A written directive requires that a search be made of all prisoners before entry into the detention facility and that a written, itemized inventory be made of all property taken from a prisoner.

**Comments:** The written directive should specify which items may be retained by the prisoner.

**31.5.2** A written directive requires the secure storage of any property taken from prisoners.

**Comments:** Secure storage facilities should be available for prisoners' property or any other items that prisoners have in their possession at the time of an arrest.

**31.5.3** A booking form is completed for every person booked into the facility and will contain arrest information, personal details, apparent physical condition and property inventory and disposition.

**Comments:** Booking information should enhance the ability of the facility staff to promote conditions that contribute positively to the health and security of the prisoner, to the safety of others, to the security of property, and to the positive identification of the prisoner.

**31.5.4** Young offender detention areas are separate from adult detention areas.

**Comments:** Young offender detention areas should be separated from adult areas.

**31.5.5 Detention areas for female prisoners are separate from male areas.**

**Comments:** Female detention areas should be separated from male detention areas.

**31.5.6 A written directive prescribes methods for handling, detaining and segregating persons under the influence of alcohol or other drugs or who are violent or self-destructive.**

**Comments:** The detention facility is not normally equipped to provide treatment to persons under the influence of drugs or alcohol, and such persons should be detained in other facilities when available. When these facilities are not available, special consideration should be given to ensuring that the potential for prisoners to injure themselves or others is minimized. Such prisoners should remain under close observation by facility staff.

**31.5.7 A written directive prescribes space arrangements and procedures to follow in the event of a group arrest that exceeds the maximum capacity of the detention facility.**

**Comments:** The directive should address such matters as provision for extra personnel, additional physical facilities, and booking and detention procedures.

**31.5.8 A written directive governs the return of property to prisoners upon release.**

**Comments:** Property should be compared with the inventory list and the prisoner should sign a receipt for property returned. Property retained for evidence or other purposes should be noted on the receipt.

**31.6 Medical and Health Care Services**

**31.6.1 A written directive identifies the policies and procedures to be followed when a prisoner is in need of medical assistance.**

**Comments:** The intent of this standard is to ensure that staff recognize, take immediate action on, and report all prisoner medical emergencies.

**31.6.2 A first aid kit is available in all facilities and is subjected to a documented inspection and replenished.**

**Comments:** First aid equipment available to facility personnel should provide a capability for proper response to a broad range of anticipated emergencies.

**31.6.3 If the police service dispenses pharmaceuticals, a written directive governs distribution and documentation of those pharmaceuticals within the facility.**

**Comments:** Proper distribution of pharmaceuticals includes procedures for administering labelled drugs and controlled substances.

**31.7 Prisoner Rights**

**31.7.1 A written directive requires that a prisoner's opportunity to arrange release is not impeded.**

**Comments:** The intent of this standard is to ensure compliance with the Criminal Code and the Charter of Rights and Freedoms.

**31.7.2 A written directive ensures confidential access to counsel.**

**Comments:** Every effort should be made to ensure privacy in contacts between counsel and their clients.

**31.7.3 A written directive sets forth procedures for a prisoner's access to a telephone.**

**Comments:** Any limits on the use of the telephone, such as the type and number of calls and their duration, should be stated.

**31.7.4 Three meals are provided to all prisoners in the facility during each 24-hour period.**

**Comments:** No more than 14 hours should elapse between meals, except when a different dietary regimen is medically indicated.

**31.8**      **Supervision of Prisoners**

**31.8.1**      **A written directive requires 24-hour supervision of prisoners by police service staff, including a count of the prisoner population at least once per shift.**

**Comments:** Twenty-four-hour supervision is essential for prisoners by police staff, including a count of the prisoner population at least once per shift. A log book recording all relevant checks and data pertaining to prisoners should be maintained by the police service staff (guards) and audited daily by police service personnel.

**31.8.2**      **A written directive requires that each prisoner be visually observed by police service staff at least every 20 minutes.**

**Comments:** Prisoners who are security risks should be under closer surveillance and may require more frequent observation.

**31.8.3**      **A written directive specifies procedures for supervision of prisoners of a sex opposite to that of the supervising staff member.**

**Comments:** It is inappropriate for staff to supervise prisoners of the opposite sex; police service staff should be carefully advised of procedures to be followed in these instances when the appropriate staff are not available.

**31.8.4**      **A written directive governs prisoners' visitation rights and prescribes procedures for registering visitors to the facility and searching visitors.**

**Comments:** Prisoners should be permitted visitors consistent with security needs and operational considerations.

## CHAPTER 32: COMMUNICATIONS

The basic function of the communications system is to satisfy the immediate information needs of the police service in the course of its daily activities and during emergencies. It is the latter situation that places the greatest demands upon the communications system and tests the capability of the system to fulfil its functions.

The speed and accuracy with which information flows through each system component are measures of the police service's capability in responding to the needs of the community.

### 32.1 Administration

- 32.1.1 A written directive establishes the police service's communications functions including: radio communications, telephone communications, automated data communications (if applicable) and alarm monitoring (if applicable).**

**Comments:** This written directive should establish these functions and specify activities associated with each.

- 32.1.2 A written directive establishes the authority and responsibilities of personnel assigned to the communications component.**

**Comments:** A written job description should contribute to standardization of service rendered, reduce errors, aid the training effort, and reduce confusion during emergency situations.

- 32.1.3 A written directive establishes procedures for recording police service radio transmissions and emergency telephone conversations within the communications centre.**

**Comments:** These recordings are an indispensable source for criminal investigations, internal investigations, training, and audits of the police service's service delivery system.

### 32.2 Operations

**32.2.1 A written directive establishes procedures for performing telephone, radio, and automated data communications functions.**

**Comments:** The policy may be a manual on the operations or activities in the communications centre. Personnel in the centre should have the manual accessible for reference.

**32.2.2 Communications personnel have immediate access to at least one of the following police service resources:**

- a) officer in charge;
- b) duty roster of all personnel;
- c) telephone number of every police service member; and
- d) telephone numbers of all emergency service agencies.

**Comments:** Such information must be kept current.

**32.2.3 A written directive establishes procedures for procuring necessary services external to the police service.**

**Comments:** These services include fire equipment, ambulances, aircraft, tow trucks, cabs, and other services that are not components of the individual police service.

**32.2.4 A written directive establishes procedures for prompt treatment and appropriate routing of misdirected emergency calls.**

**Comments:** Police services should accept any misdirected emergency call and promptly relay information to the police service having jurisdiction. In areas where jurisdiction may over-lap, it is important that a policy created ensuring that emergency services can be provided to the public until the responsible police service be contacted to attend.

**32.2.5 A written directive specifies the information to be recorded at the time of a request for service including:**

- a) **date and time of request;**
- b) **name and address of complainant (if possible);**
- c) **type of incident reported;**
- d) **location of incident reported;**
- e) **time of dispatch;**
- f) **time of officer arrival;**
- g) **time of officer return to service; and**
- h) **disposition or status of reported incident.**

**Comments:** This information should be recorded for all requests, including those received by telephone, letter, in person, self-initiated by officers or reported to officers in the field.

**32.2.6 An occurrence control number is assigned to each specific call for police service.**

**Comments:** The number should serve as the basis for filing and retrieving subsequent reports of the incident.

**32.2.7 A written directive requires the recording of the status of officers when off-duty.**

**Comments:** Such records should maintain a level of security for the officers, and retain records of vehicles and persons stopped by officers.

**32.2.8 The police service has the capability of immediate playback of recorded telephone and radio conversations.**

**Comments:** The citizen requesting service or officer wanting assistance may not be able to repeat an emergency conversation. The police service should have the capability to replay a conversation immediately in the event that the original conversation was not easily understood.

**32.2.9** A written directive specifies criteria for accepting and delivering emergency messages and notifying next of kin of deceased, ill or injured persons.

**Comments:** Guidelines should be established to define the types of messages to be accepted and delivered.

**32.3** Facilities and Equipment

**32.3.1** The police service has an alternate source of electrical power that is sufficient to ensure continued operation of emergency communication equipment in the event of the failure of the primary power source.

**Comments:** The alternate power source should be inspected and tested regularly.

**32.3.2** Maps detailing the police service's area of responsibility are visually available to communications personnel.

**Comments:** Communications personnel should be able to spot a caller's location and dispatch field units immediately.

**32.3.3** The police service's telephone system is designed to separate emergency from non-emergency calls.

**Comments:** The police service should always have enough trunk lines available so that incoming emergency calls do not receive a "busy" signal.

**32.3.4** The police service has available 24-hour two-way radio capability when necessary to provide continuous communication between a communications centre and officers on duty.

**Comments:** Immediate communications capability provides a measure of safety and security to police officers and the public.

## CHAPTER 33: RECORDS

A proper records system is important to the effective delivery of police services. In this chapter, the standards address the records requirements that are basic to meeting the management, operational, and information needs of the police service.

### 33.1 Administration

**33.1.1 A written directive establishes the police service's records system, including: report review, report control, records maintenance and records retrieval.**

**Comments:** The review activity should ensure that occurrence reports are completed in compliance with administrative directives and that a record is made for each request for service. Report review may also include coding reports for Uniform Crime Reporting (UCR) purposes. The records function also includes routing reports to outside agencies and ensuring status reports on follow-up are completed.

**33.1.2 A written directive requires the reporting of every incident in one or more of the following categories if the incident is alleged to have occurred in the police service's service area:**

- a) reports of crimes;
- b) citizen complaints;
- c) citizen requests for services when an officer is dispatched;
- d) criminal and non-criminal cases initiated by police officers; and
- e) incidents involving arrests or prosecution.

**Comments:** The purpose of this standard is to establish reporting consistency.

**33.1.3 A written directive specifies the forms to be used in reporting occurrences and the procedures to be followed in completing occurrence reports.**

**Comments:** The police service should adopt a set of forms to standardize occurrence reporting and structure them to ensure that basic information is recorded for all crimes and incidents.

**33.1.4 A written directive specifies procedures to be followed in supervisory review of occurrence reports.**

**Comments:** A supervisory review should be required and the form used for this purpose should be designed for the signature of the reviewing supervisor. Typically, supervisory review is a function of the first-line supervisor and is intended to ensure that the assignment has been satisfactorily completed and reported.

**33.1.5 A written directive establishes a system for accounting the status of reports.**

**Comments:** The system should ensure that the original record is maintained in the records area and that follow-up reports are prepared on a specified schedule.

**33.1.6 A written directive establishes privacy and security precautions for police records.**

**Comments:** Such policy should be consistent with applicable provincial and federal legislation.

**33.1.7 The police service has a records retention schedule.**

**Comments:** The schedule for retaining records should be consistent with legal requirements.

**33.2 Operations**

**33.2.1 Police records are accessible to police service personnel at all times.**

**Comments:** All records information must be available at any time.

**33.2.2 The police service maintains an indexing system to all files.**

**Comments:** The index may be manual or automated and should serve as a cross-reference to all files by name, incident type and location.

**33.2.3 The police service maintains an index of stolen, found, recovered, and evidentiary property.**

**Comments:** The purpose of this standard is to establish accountability.

**33.2.4 A written directive establishes procedures for maintaining a warrant and wanted persons file including:**

- a) maintenance criteria;
- b) establishing criteria for receiving information from other jurisdictions;
- c) recording the information in police service files;
- d) receiving and confirming information; and
- e) cancelling warrants and closing files.

**Comments:** These procedures are particularly important when computerized information concerning wanted persons is used. The procedure should include the mechanics of initiating a file, assigning the file, and filing warrants in a way that ensures immediate accessibility. Warrants and the master name index should be cross-referenced.

**33.2.5 A written directive establishes criteria for recording arrest information including report preparation, fingerprinting and photographing.**

**Comments:** The written directive should specify those offences for which fingerprints and photographs are required.

**33.2.6 A written directive establishes procedures for collecting and submitting crime data to the national Uniform Crime Reporting program.**

**Comments:** This standard will be satisfied if the police service reports data to another system for subsequent inclusion in the national system.

**33.2.7 A written directive requires maintaining records on the disposition of all cases presented where charges were laid.**

**Comments:** Although police services are generally well informed about arrest rates, they often are ill informed regarding the number of, and reasons for, cases being declined for prosecution or dismissed by the prosecutor. By knowing the number of cases declined or dismissed and the underlying rationale for the prosecutorial action taken, police personnel can identify and correct police service problems as well as those caused by other police services.

## **CHAPTER 34: EVIDENCE**

### **34.1 Processing Evidence at the Scene**

#### **34.1.1 A written directive governs timing and conditions for submitting evidence to a forensic laboratory.**

**Comments:** The written directive should specify procedures for submission of evidence to the forensic laboratory.

#### **34.1.2 A written directive governs procedures used for photography pursuant to the collection and preservation of evidence.**

**Comments:** The intent of this standard is to ensure that the use of such measures in the investigative process does not bring the administration of justice into disrepute.

#### **34.1.3 A written directive governs procedures for processing recovered stolen vehicles.**

**Comments:** This directive should ensure that the reporting department, owner, and other appropriate persons, receive prompt notification of the recovery, the vehicle and its contents be processed for items of evidentiary value, the chain of evidence is maintained, conditions for release are specified and accurate records are maintained, including entry onto CPIC.

### **34.2 At-scene Evidence Records**

#### **34.2.1 A written directive governs the sealing, marking or labelling of physical evidence.**

**Comments:** For physical evidence to be accepted by the court at time of trial, it is essential that continuity of possession be maintained.

**34.2.2 For all items of evidence, a list is prepared containing the following information:**

- a) description of the item (including make, model number, and serial number, if any);
- b) source (from whom, where, and location from which evidence was obtained);
- c) authority under which seizure was made;
- d) when seizure made; and
- e) name of person collecting the item or items.

**Comments:** An inventory of the items recovered during an investigation is essential for establishing accountability. Investigators must know why and how the seizure was enacted.

**34.2.3 A written directive specifies the information to be recorded at the time evidentiary photographs or videography are taken.**

**Comments:** The date, time, location, and case number of evidence should be recorded. Videography may supplement, but should not replace, still photography.

**34.2.4 A written directive requires a record be made each time a transfer of custody of physical evidence takes place.**

**Comments:** The record of transfer of physical evidence should include the date and time of transfer, receiving person's name and functional responsibility and the reason for the transfer.

**34.2.5 A written directive requires the record of physical evidence submitted to a laboratory for examination to include prior custody information as follows:**

- a) name of the officer last having custody of the item;
- b) date and time of submission or mailing and method used for transmission;

- c) **date and time of receipt in the laboratory; and**
- d) **name and signature of the person in the laboratory receiving the evidence.**

**Comments:** This record serves to meet the requirements for maintaining continuity of possession.

## **CHAPTER 35: PROPERTY MANAGEMENT**

Police services generally possess three types of property: That which is owned or used by the police service; That which is in the custody of the police service; and that which is acquired by the police service as found, recovered, or evidentiary property.

A well-structured system for managing property owned or used by the police service involves two phases: the initial identifying, labelling, and recording of existing capital assets and the maintenance of the system as assets are added, transferred, replaced, or destroyed.

The property management system should provide for the management and control of found, recovered, and evidentiary property and property in the custody of the police service. This is critically important in investigative areas and in the proper administration of police service resources.

It is readily apparent that a police service's property management system must develop and maintain strict measures with respect to the handling, security, and disposition of property.

### **35.1 Acquired and In-custody Property**

#### **35.1.1 A written directive regulates control of property held by the police service.**

**Comments:** Written directives outlining the functioning of the property management system are necessary to ensure continuity and consistency of operation.

#### **35.1.2 All property stored by the police service is within a designated secure area.**

**Comments:** Administrative and physical security procedures are mandatory to ensure that all property stored by the police service is properly controlled.

#### **35.1.3 At least once each month, the person in charge of the property conducts an inspection of adherence to procedures used for the control of property.**

**Comments:** The inspection determines that the property room is being maintained in a clean and orderly fashion, provisions of police service orders or other directives concerning the property management system are being followed, property is being protected from damage or deterioration, proper accountability

procedures are being maintained, and property having no further evidentiary value is being disposed promptly.

- 35.1.4 An annual inventory of property held by the police service is conducted by a supervisor not routinely or directly connected with control of the property.**

**Comments:** The purpose of this standard is to ensure the integrity of the system.

- 35.1.5 A written directive requires that only authorized personnel have access to areas used by the police service for storage of property.**

**Comments:** Entry to property areas should be controlled to prevent the alteration, unauthorized removal, theft, or other compromise of property stored by the police service.

- 35.1.6 Items of property requiring added protection, including money, precious metals, jewellery, gemstones, weapons, narcotics, and dangerous drugs should be stored in separate, locked and secure areas.**

**Comments:** Extra security measures should be taken when, from whatever source, items considered to be sensitive or high in value and constitute an increased security risk are booked into the property room.

- 35.1.7 A written directive requires police services use of a detailed inventory relating to the acceptance, release and destruction of narcotics and restricted drugs held by the police service.**

**Comments:** This standard ensures compliance with federal legislation.

- 35.1.8 Secure refrigerated storage is available for perishable items.**

**Comments:** Perishable items of evidence, such as blood samples and urine specimens, should be preserved by refrigeration so that their properties will be unchanged before they are examined in a laboratory or presented in court.

- 35.1.9 Secure facilities are provided for storage of found, recovered, or evidentiary property during periods when the property room is closed.**

**Comments:** Provisions should be made for securing items when the property room is closed to prevent their removal by unauthorized persons.

**35.1.10 Final disposition of found, recovered, and evidentiary property is accomplished within six months after legal requirements have been satisfied.**

**Comments:** Prompt, authorized property removal (final disposition/destruction) prevents an overload on the property management system and reduces the requirement for additional storage space. A police service should establish procedures for the prompt photographing and return of property to victims, with the crown attorney's approval. Clear guidelines should also be established dealing with the maintenance and disposition of unclaimed found property.

**35.2 Police Owned Property**

**35.2.1 A written directive designates that procurement or requisitioning of police-owned property is centralized.**

**Comments:** The scope of this standard is inclusive of expendable items, installed property, uninstalled property, equipment, vehicles, munitions, and personal-wear items owned or assigned to the police service.

**35.2.2 A written directive requires a current inventory of police service property.**

**Comments:** The intent of this standard is to provide managers with control over property.

**35.2.3 A written directive designates that maintaining stored items of police service property in a state of operational readiness is designated to a specific individual.**

**Comments:** The individual responsible for ensuring that stored items of the police service's equipment or assigned property such as radios, handcuffs, and batons and items of special equipment, such as radar, cameras, etc., are maintained in a state of operational readiness. The term "operational readiness" includes care and cleaning, preventive maintenance, repair, workability, and responsiveness.

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