

The Need for Police Governance Reform

OAPSB

Governance & Labour Seminar

October 2015

Agenda

- Introduction to Teeger Schiller Inc.
- Fundamentals of governance
- Characteristics of good governance
- Outcomes of good governance
- Do we measure up?
- Questions



Who is Teeger Schiller



- **David Teeger, C.A., C.A. (S.A.)
Elliot Schiller, Ph.D, C.M.C.**
 - Together since 1985 at major Consulting Firms
 - Both held/hold Board of Director positions
- **Clients include organizations**
 - in quasi-government,
 - not for profit,
 - and commercial sectors.

The number of people we have consulted to within those organizations measure in the thousands.



Who is Teeger Schiller



GOVERNANCE **HELP**.ca
by TeegerSchiller

- Police Governance Solutions
- Board Coaching / Training
- Governance System Maintenance

SYSTEMS **HELP**.ca
by TeegerSchiller

- New System Selection
- Implementation Project Management
- Change Management

FUNDING **HELP**.ca
by TeegerSchiller

- SR&ED Claim Preparation
- SR&ED Documentation Training
- Other Funding Opportunities

Today's Speaker



Sr. Consultant Governance at Teeger Schiller Inc. BASc, Chem Eng University of Waterloo

- Led the transformation to a policy based system of governance including ongoing training and maintenance support:
 - **Durham Regional Police Services Board**
 - **Richmond Hill Chamber of Commerce**
 - **Our Lady of Annunciation Child Care Centre**

Today's Speaker



- Delivered presentations on governance to OAPSB conferences
 - Nov 2012
 - May 2013
- Graduate of Carver Academy of Governance (where the “*Policy Governance* ®” model was developed).
- Past President / Board Director on both for profit and not-for-profit boards for over 15 years
- VP Operations for 15 years at Stelco Inc. subsidiary

In Your Handout

- Today's presentation
- Article from Toronto Manager
- Creating High Performance Boards
- Good Police Governance Scorecard
- Teeger Schiller handout

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Fundamentals of Governance

Police Services Act

“PSA 31(1) A board is responsible for the provision of adequate and effective police services in the community “

Fundamentals of Governance

Board Accountability

THE PRINCIPAL

Boards are accountable for the entire organization they govern.

POLICE SERVICES BOARD

Which really means.....

A board is accountable for the provision of adequate and effective police services in the community

Fundamentals of Governance

Purpose

THE PRINCIPAL

To ensure that, on behalf of the owners, the organization performs as it should.

POLICE SERVICES BOARD

“To ensure that, on behalf of the residents and visitors of Yourtown, the Yourtown Police Service provides adequate and effective policing as defined by the board and avoids unacceptable situations.”

Fundamentals of Governance

Board Authority

THE PRINCIPAL

A Board's authority is derived from the owners of the organization they govern.

POLICE SERVICES BOARD

The police services act does not clearly define the owners of the organization.....but there are clues

Fundamentals of Governance

Board Authority

- “PSA 4. (1) Every **municipality** to which this subsection applies shall provide **adequate and effective** police services in accordance with its **needs**.”
- “PSA 5. (1) A municipality’s **responsibility** to provide police services shall be **discharged** in one of the following ways:
 1. *The council may establish a police force, the members of which shall be appointed by the board under clause 31 (1) (a)*
 5. *The council may enter into an agreement under section 10,.... to have police services provided by the Ontario Provincial Police.*
 6. *With the Commission’s approval, the council may adopt a different model of providing police services.*

Fundamentals of Governance

Board Authority

- “Civilian oversight of our police is essential. It acts as a check and balance against the legal powers society has given to the police”

Honourable John W Morden June 2012

- “Therefore, effective fulfillment of the governance role that police boards play ensures that the decisions made and actions taken by police are reflective of the community’s values.”

Honourable John W Morden June 2012

Fundamentals of Governance

Summary

- **Purpose** – ensure police service performs as it should
- **Accountable** – accountable for all actions and outcomes of the police service
- **Authority** – only has authority as a whole body and that authority is derived from the community.

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Characteristics of Good Governance

Imagine you are a fly on the wall.....



Characteristics of Good Governance



Observation:

The Board understands the needs and values of the community as defined by the citizens.

Evidence:

- There are **systematic processes** to ensure that the Board **understands** the community's **expectations** of the Police Service.

Characteristics of Good Governance



Observation:

The Board understands the needs and values of the community as defined by the citizens.....

Evidence:

- There are **written statements** that define “adequate and effective” services based on the community’s input.

Characteristics of Good Governance



Observation:

The Board understands the needs and values of the community as defined by the citizens.....

Evidence:

- The **outcomes and results** that the Board requires the Police Service to deliver are **consistent** with the **identified needs** and values of the community.

Characteristics of Good Governance



Observation:

The Board understands the needs and values of the community as defined by the citizens.....

Evidence:

- The **limitation** on the Police Service's actions is aligned with what the citizens define as **unacceptable** actions, situations or behaviours.

Characteristics of Good Governance



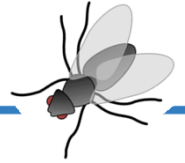
Observation:

The activities of the Board are aligned and focused to ensure that they produce specific, agreed to results.

Evidence:

- There are **written statements** of the Board's agreed to **products and governance processes**.

Characteristics of Good Governance



Observation:

The activities of the Board are aligned and focused to ensure that they produce specific, agreed to results.....

Evidence:

- There are **issue based, open-minded** discussions amongst Board members that result in **consensus**.

Characteristics of Good Governance



Observation:

The activities of the Board are aligned and focused to ensure that they produce specific, agreed to results.....

Evidence:

- There is a methodology to self-audit the Board's output and to ensure its adherence to its agreed to processes.

Characteristics of Good Governance



Observation:

The Board communicates to the Police Service with one voice using written statements. ...according to the PSA 31(3)

Evidence:

- All Board **directives** are issued as **written statements**.
- No **individual** Board member provides direction to the Police Service.
- **No individual** Board member holds more authority or accountability than any other Board member.

Characteristics of Good Governance



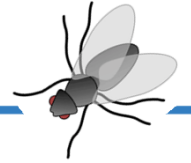
Observation:

A clear delineation exists between the results to be achieved by the Police Service and the operational decisions to achieve them.

Evidence:

- The Board's **interaction** with the Police Service does not contravene PSA Sect 31(4), with respect to **operational decisions**.

Characteristics of Good Governance



Observation:

A clear delineation exists between the results to be achieved by the Police Service and the operational decisions to achieve them.....

Evidence:

- The Board has a **systematic methodology** to identify whether an issue is a matter for the Board or the Police Service.
- The **Board members** and **Chief of Police** are **trained** in the use of the above methodology

Characteristics of Good Governance



Observation:

The Board is in complete control of the outcomes of the activities of the Police Service.

Evidence:

- There is a **methodology** to clearly describe **measurable outcomes or results** to be achieved by the Police Service

Characteristics of Good Governance



Observation:

The Board is in complete control of the outcomes of the activities of the Police Service.....

Evidence:

- There is a **methodology** to clearly identify what would be **unacceptable practices** in delivering the required outcomes.

Characteristics of Good Governance



Observation:

The Board is in complete control of the outcomes of the activities of the Police Service.....

Evidence:

- The **responsibility and authority** to achieve the results is clearly **assigned** to the Chief of Police **in writing**.

Characteristics of Good Governance



Observation:

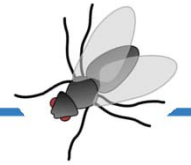
The Board is in complete control of the outcomes of the activities of the Police Service.....

Evidence:

- There is a **rigorous method of continuous confirmation** that those outcomes are being achieved.

Characteristics of Good Governance

Summary



- Board **understands** the **needs** of the community.
- Board activities **aligned on behalf of citizens** to produce specific results.
- **Distinction between** “policy versus operations”
- Board **communicates** to the Chief of Police with **one voice**
- Chief of Police **authorized and empowered** to achieve required outcomes
- Board and Chief of Police **performance** based on **measurable evidence**.
- Board **in control of outcomes** of Police Service operation.

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Outcomes of Good Governance

Assertion:

The citizens and visitors of the community have a safe place to live and work.

Reasoning:

- Adequate and effective public **safety measures** are all **being met to the levels required** by the community.
- **Public opinion** corroborates that the community is a **safe place** to live and work.

Outcomes of Good Governance

Assertion:

Conditions exist for the Police Service to deliver the required results at an acceptable cost to the community.

Reasoning:

- There is **focused alignment** of all resources on the delivery of measureable outcomes.
- The **necessary authority to meet operational responsibility** is provided.
- There is **no duplication** of responsibility

Outcomes of Good Governance

Assertion:

The conditions for innovation in the delivery of improved community safety are present.

Reasoning:

- There are **no barriers** to prevent the Police Service from **engaging** with **other partners** to deliver adequate and effective services.
- **Funding** is available for the **research and development** of alternative community safety models.

Outcomes of Good Governance

Assertion:

The performance evaluation of the Board, and the Chief of Police will no longer be subjective.

Reasoning:

- The Board has published **measurable outcomes** and performance standards against which they are monitored and measured.
- The Chief of Police is evaluated against the successful delivery of **measurable outcomes** and **adherence to policies**.

Outcomes of Good Governance

Summary

- A **safe** place in which to live and work
- Conditions for **low cost** high performance Police Services
- Conditions for **innovation** in the delivery of community safety
- Measureable **evidence** based **performance** evaluations

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Anecdotal Signposts

- Public discord between police service boards and their respective Chiefs
- Clique voting by board members
- Cost of policing is unsupportable
- Barriers to innovation in the development of community safety programs.

Anecdotal Signposts

- Disagreement about what is “operational” and what is “policy”
- Reactive policy making processes.
- Major failures in the governance of police services
– G20
- Lack of effective governance training for board members

Morden's Recommendation # 1

“Recommendation No. 1: Improving the nature and quality of Board Policies”

“The Board, the Chief of Police, and the Ministry of Community Safety and Correctional Services should engage in consultation with a view to **devising a method of improving the general nature and quality of Board policies** made under O. Reg. 3/99 and otherwise.”



John W. Morden
Reviewer

Questions?

Our implementation of Policy Governance® with you at the helm has been a complete success. We are now an effective and efficient board.” Fred Kaustinen, Past Executive Director, Durham Regional Police Services Board

EFFECTIVE BOARD GOVERNANCE

Elevate your Board's Performance with Teeger Schiller.



We coach your Board to

Minimize
Fiduciary
Risk

Optimize
Available
Time

Improve
Operational
Outcome

Improve
Organizational
Direction

My understanding of Policy Governance® increases with every conversation with you. You made my role very easy and enjoyable.” Arun Channa, Past Chair, Richmond Chamber of Commerce