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Table of Contents

ROLES AND RESPONSIBILITIES (RR) 7

RR - LEGISLATIVE FRAMEWORK 8

RR - ADEQUACY AND EFFECTIVENESS 11

RR - GUIDELINES AND DIRECTIVES 12

RR - SHARED SERVICES/LIAISON WITH OTHER AGENCIES 13

RR - OVERSEEING POLICE SERVICES 14

RR - ACCOUNTABILITY 17

ORGANIZATIONALMANAGEMENT (OM) 19

OM 1 - COMMUNITY POLICING 20

OM 2 - ORGANIZATION AND DIRECTION 21

OM 3 - PLANNING 23

STATEMENT 23

OM 4 - FINANCIAL MANAGEMENT 24

OM 5 - INTERNAL AUDITS 25

PERSONNEL ADMINISTRATION (PA) 26

PA 1 - RECRUITMENT 27

PA 2 - SELECTION OF MEMBERS 29

PA 3 - TRAINING 31

PA 4 - PERFORMANCE EVALUATION 35

PA 5 - PROMOTION 38

PA 6 - GRIEVANCES 40

PA 7 - PROFESSIONAL STANDARDS 41

PA 8 - EMPLOYMENT CONDITIONS 44

PA 9 - VOLUNTEERS 45

OPERATIONS (OP) 47

OP 1 - CRIME PREVENTION 48

OP 2 - TRAFFIC ***49***

OP 3 - PATROL ***51***

OP 4 - MOTOR VEHICLE PURSUIT ***53***

OP 5 - INVESTIGATIONS ***54***

OP 6 - CRIMINAL INTELLIGENCE ***57***

OP 7 - BRINGING EVIDENCE BEFORE THE COURT ***59***

OP 8 - DISASTER/CONTINGENCY PLANNING ***60***

OP 9 - USE OF FORCE ***61***

OP 10 - DOMESTIC VIOLENCE ***62***

SUPPORT SERVICES (SS) 64

SS 1 - VICTIM/WITNESS ASSISTANCE ***65***

SS 2 - COMMUNICATIONS ***66***

SS 3 - CRIME ANALYSIS 68

SS 4 - HIGH RISK INCIDENT RESPONSE UNITS ***69***

SS 5 - FORENSIC IDENTIFICATION SERVICES ***71***

SS 6 - PEOPLE IN CUSTODY ***72***

SS 7 - TRANSPORTATION OF PEOPLE IN CUSTODY ***75***

SS 8 - RECORDS ***76***

SS 9 - MANAGEMENT OF EVIDENCE AND PROPERTY IN POLICE CONTROL ***78***

SS 10 - FACILITIES AND EQUIPMENT ***79***

SS 11 - MEDIA RELATIONS ***82***

APPENDICES ***83***

GLOSSARY ***84***

ROLES AND RESPONSIBILITIES (RR)

RR - LEGISLATIVE FRAMEWORK

PREAMBLE

The Canadian Charter of Rights and Freedoms (the Charter) states that Canada is founded upon the "rule of law" which means:

a. We are governed by public rules made by constitutionally authorized lawmakers;
b. We recognize the processes set out in the law. No one is above the law.

The Charter sets out a variety of legal rights, most notably that: "Everyone has the right to life, liberty and security of the person and the right not to be deprived thereof except in accordance with the principles of fundamental justice."

Under the Canadian Constitution, the responsibility for enacting criminal law rests with the federal government, while responsibility for the administration of justice rests with the provinces. In conducting their duties, the police must ensure their actions are consistent with:

a. The provisions of the Charter.
b. Any agreements governing the police service.
c. The provisions of an array of federal and provincial statutes including, for example, those governing freedom of information, protection of privacy and human rights.

Alberta Police Act

The *Alberta Police Act* (the *Act*) mandates the Government of Alberta to ensure adequate and effective policing is maintained throughout Alberta. It mandates the Alberta Ministry of Justice and Solicitor General (the Ministry) , to administer the *Act* and provides that police services and peace officers shall act under the direction of the Minister of Justice and Solicitor General in respect of matters concerning the administration of justice and enforcement of the law.

The *Act* states that provincial policing services shall be provided, at no direct cost, to every county, municipal district and Metis settlement; and to every town, village and summer village that has a population of 5,000 or less. The *Act* permits the Lieutenant Governor in Council to enter into an agreement with the federal government for the Royal Canadian Mounted Police (RCMP) to provide a provincial police service.

According to the *Act*, eligible municipalities, as noted above, may, depending on their size:

a. Enter into an agreement directly with the federal government to provide RCMP municipal policing.
b. Engage the RCMP provincial police service as a municipal police service.
c. Establish a municipal police service.
d. Enter into an agreement with another municipality for policing services.
e. Establish a regional police service.

Alberta Municipal Government Act

The *Alberta Municipal Government Act* states one of the three purposes of a municipality is to develop and maintain safe and viable communities.

RCMP Act

The *RCMP Act* is federal legislation that provides the authority and mandate for the RCMP. The *Act* provides that the Solicitor General of Canada may enter into agreements with provinces and municipalities to provide RCMP policing.

Provincial Police Service Agreement

The *Provincial Police Service Agreement* (PPSA) between the Government of Canada and the Government of Alberta establishes the RCMP as the provincial police service. Pursuant to the agreement, the Ministry in co-operation with the Commanding Officer of the RCMP "K" Division establishes provincial policing priorities annually in the form of a three-year business plan.

The agreement provides that the minimum standard of policing by the provincial police service must meet the standard as determined by the Commissioner of the RCMP in consultation with the Ministry.

Municipal Policing Agreements

Municipal policing agreements between the Government of Canada and a municipality establish the RCMP as the municipal police service for that community. These agreements provide for the municipal chief executive officer[1] to set objectives, priorities and goals for the RCMP municipal police service that are consistent with those set by the Ministry for the provincial police service.

Municipal policing agreements state the minimum standard of policing by the RCMP municipal police service must meet the standard as determined by the Commissioner of the RCMP in consultation with the chief executive officer.

Tripartite Policing Agreements

Tripartite policing agreements among the Government of Canada, the Government of Alberta and a First Nation provide for the establishment of First Nation police services and First Nation police commissions.

[1] See the Glossary

RR - STATEMENT OF PRINCIPLES

PREAMBLE

Members serve as the front line of the criminal justice system. They are responsible for enforcing federal, provincial and municipal laws; protecting life and property; preventing and detecting crime; and keeping the peace. Law enforcement is a major component of a police officer's broad range of duties and roles. Members investigate occurrences, arrest offenders and bring evidence of criminal conduct before the court. A police service's code of conduct includes all of the aforementioned duties and roles and, additionally, that the police provide a variety of community services, including but not limited to crime prevention, education programs, assistance in locating missing persons, dealing with lost property, traffic control, victim assistance and collision investigation.

Although legislation and the common law define the authority of the police, the ability of the police to perform their duties also depends on the public's approval, support and co-operation.

To be effective, the delivery of policing services must be based on the principles of partnership, ownership, problem-solving and quality service.

Police must strive to maintain a relationship with the public that lives up to the historic tradition: "Police are the public, and the public is the police." Members are members of the public who are specially authorized to perform policing duties on behalf of the public. Developing, nurturing and sustaining a partnership between the community and the police is essential to success in addressing crime, disorder and other community problems.

Police must seek and preserve public trust, confidence and support by exercising impartial service to the law, and providing service to all people without regard to race, national or ethnic origin, colour, religion, gender, age, sexual orientation, belief or social standing.

STATEMENT

Police services as part of the criminal justice system, and in accordance with the *Canadian Charter of Rights and Freedoms*, are responsible for maintaining peace and order, protecting lives and property, preventing and investigating crime, and providing policing services that are responsive to community needs.

Police services should be provided in accordance with the following principles:

a. Delivered effectively, efficiently and impartially to all people.
b. Delivered on the basis of a partnership between the police and the community, and responsive to community needs.
c. Sensitive to the needs of victims of crime and all other users of policing services;
d. Sensitive to and strive to represent the diverse character of the community being served.
e. Conducted in a manner that maintains the trust and respect of the public (through adherence to strict ethical standards).

RR - ADEQUACY AND EFFECTIVENESS

PREAMBLE

The development and refinement of policing standards is a dynamic process. The Ministry will continually review and modify the standards in consultation with police services, police commissions and other policing stakeholders to ensure they accurately reflect appropriate benchmarks for the delivery of an adequate and effective level of policing (refer to PSAS Appendix AUDIT CYCLE GOALS).

STATEMENT

A police service will be deemed adequate and effective if the legislative requirements and policing standards are met.

Measures and indicators of adequate and effective police service may include, but are not limited to, legal requirements, compliance with standards, efficiency (e.g. cost/benefit per unit of service) and timeliness. Once legislative requirements have been met and standards are fulfilled, the community or region determines the level of enhanced service that local residents want and can afford.

RR - GUIDELINES AND DIRECTIVES

PREAMBLE

The Ministry provides advice and direction to police services from time to time, for example, in response to new legislation or changes in case law, or to address emerging policing issues. Advice may be provided verbally or in writing.

STATEMENT

Direction to police services can take the form of guidelines[2] or directives[3], depending on the issue.

Police services shall comply with issued guidelines and directives, whether or not they are specifically referenced in standards contained in this manual.

[2] See Glossary
[3] See Glossary

RR - SHARED SERVICES/LIAISON WITH OTHER AGENCIES

PREAMBLE

There is a strong spirit of co-operation among police services. They assist each other and share special expertise, even when there are no formal agreements for doing so. Joint planning and the development of formal aid agreements enhance effective police service delivery. Written agreements, discussed and planned ahead of time, clearly establish the roles and responsibilities of the respective parties, enhance communication and remain viable regardless of changes in personnel or other changes that might affect informal arrangements. Formal agreements between police services and individuals or other non-police organizations also provide effective options for addressing specific organizational needs such as training or providing specialized expertise. The PPSA has replaced most of the requirements that were originally met through MOU's.

STATEMENT

The policing standards contained in this manual have been developed to provide for flexible implementation at the local level. The resource limitations of police services vary from one community to the next. To ensure the required resources are available to meet a particular standard, a police service may:

Request assistance from another police service pursuant to the PPSA; or contract with another police service or a person or organization other than a police service.

The PPSA outlines how assistance may be requested and the circumstances where payment for certain services may be determined. Specialized policing services may include but are not limited to:

a. Tactical
b. Forensic examination, Identification
c. Commercial Vehicle
d. Check Stop
e. Major crime, organized crime
f. Surveillance
g. Communications
h. Air Support

RR - OVERSEEING POLICE SERVICES

PREAMBLE

There are four types of police services approved to operate in Alberta: provincial, regional, municipal and First Nation.

A variety of processes are used to oversee these four types of police services. In each case, the Ministry is ultimately responsible, pursuant to the *Police Act*, "for ensuring that adequate and effective policing is maintained throughout Alberta." The Province of Alberta has delegated the responsibility for policing to the local governments of municipalities with populations greater than 5,000. Municipal police are overseen from a governance perspective by their respective police commissions. Operational command remains with the Chief of Police and the chain of command in each police service.

STATEMENT

Provincial Police Service

The Provincial Police Service Agreement between the Government of Alberta and the Government of Canada establishes the Royal Canadian Mounted Police (RCMP) as the provincial police service. The agreement states “the internal management of the Provincial Police Service, including its administration and the determination and application of professional policing procedures, shall remain under the control of Canada." The agreement further provides:
“[. . .] the minimum standard of policing by the provincial police service shall meet the standard as determined by the Commissioner of the RCMP in consultation with the Ministry.”

Regional Police Services

Regional municipal police services may exist in Alberta to provide policing to two or more municipalities pursuant to an agreement between the municipalities.

Municipalities that have established a regional police service must establish a regional police commission. The commission is responsible for overseeing the police service and its responsibilities are defined in the *Act*. Responsibilities of the commission include but are not limited to:

a. Developing a budget and yearly plan specifying the level of police service and programs to be provided to the community.
b. Allocating the budgeted funds.
c. Establishing policies to provide for efficient and effective policing.
d. Issuing instructions to the Chief of Police in relation to the policies.
e. Ensuring that a sufficient number of people are employed for the police service to carry out its functions.
f. Appointing the Chief of Police, subject to ratification of the respective councils.

Municipal Police Services

In Alberta, municipal police services are provided by:

a. The RCMP, through a Municipal Policing Agreement between the Government of Canada and the municipality.
b. The provincial police service through a letter of agreement between the Government of Alberta and the municipality.
c. Stand-alone municipal police services established by the municipality.

Policing Agreements

Municipal policing agreements between the Government of Canada and municipalities provide that the minimum standard of policing shall meet the standard as determined by the Commissioner of the RCMP in consultation with the municipal chief executive officer. Letters of agreement between the Government of Alberta and respective municipalities provide that the minimum standard of policing shall meet the standard as determined by the Commissioner of the RCMP in consultation with the Ministry.

Pursuant to the *Act,* a municipality that has entered into an agreement with the Government of Alberta or the Government of Canada to provide municipal policing may choose to form a policing committee to:

a. Oversee the agreement.
b. Represent the interests of the council to the police officer in charge of the municipal police service.

Municipal Police Services

A municipality that has established a stand-alone municipal police service must establish a municipal police commission. Police commission is responsible for overseeing the police service; its responsibilities are defined in the *Act*. Responsibilities of the police commission include:

a. Developing a budget and yearly plan specifying the level of police service and programs to be provided to the community.
b. Allocating the budgeted funds.
c. Establishing policies to provide for efficient and effective policing.
d. Issuing instructions to the Chief of Police in relation to the policies.
e. Ensuring that a sufficient number of people are employed for the police service to carry out its functions.
f. Appointing the Chief of Police, subject to the ratification of the municipal council.

First Nations Police Services

First Nations police services are overseen by First Nations police commissions. The responsibilities of the commission, which are defined in the *Tripartite Policing Agreement*, include:

a. Developing a budget and yearly plan specifying the level of police service and programs to be provided to the community.
b. Allocating the budgeted funds.
c. Establishing policies to provide for efficient and effective policing.
d. Issuing instructions to the Chief of Police in relation to the policies.
e. Ensuring that a sufficient number of people are employed for the police service to carry out its functions.
f. Appointing the Chief of Police, subject to the ratification of the First Nations council.

RR - ACCOUNTABILITY

PREAMBLE

The policing standards contained in this manual apply to all police services in Alberta.

Police services will be audited against all standards once every four years. This will be accomplished by reviewing approximately one quarter of the police services in Alberta each year. Police services will conduct annual maintenance of their standard files. Standard files will be made available to police commissions and the Standards and Audit Section of the Ministry for cyclical audits and periodic directed reviews.

There will be a two-year review cycle for priority based directed reviews. Directed reviews will be selected based upon risk and emerging issues. The purpose of these directed reviews will be to examine beyond the existence of policy and to see how well the intent of the standard is being met. By focusing on higher risk areas, directed reviews may confirm that existing policy is adequate or it may show some areas for improvement.

The Policing Standards and Audit Section's (PSAS) Advisors shall evaluate police performance through compliance audits and directed reviews.

Audits are broad surveys of police services' compliance with the Alberta Policing Standards. Every police agency in Alberta shall be audited on a four year cycle. Directed reviews will be a narrow and deeper survey of specific police administrative or operational practices. Directed reviews are planned in a two year cycle.

Audits and directed reviews will result in three types of findings: compliance, non-compliance and opportunities for improvement. Issues of non-compliance are deficiencies related to Provincial Policing Standards that must be addressed as soon as possible. Opportunities for improvement are suggested changes to current policy, procedure or practice and should be considered to improve performance.

Police services may be required to develop new policy[4] or guidelines to address the standards contained in this manual. For audit purposes, existing police policy or guidelines will be deemed sufficient if the policy or guideline is consistent with the intent of the standard being reviewed.

PSAS audit teams will be led by advisors from The Ministry and may include seconded members.

STATEMENT

It is the responsibility of police services that have contracts or mutual aid agreements with other police services or agencies to ensure the services provided for by means of such agreements comply with the required standards.

[4] See Glossary

RESOLUTION OF NON-COMPLIANCE AND APPEALS

If a police service is found to be in non-compliance with any standard, it will be required to take corrective action to achieve compliance within a specified period of time. If a police service disagrees with part or all of the results of an audit, the Chief of the police service should review the concerns with the PSAS audit Team Leader. If this review fails to resolve the concerns to the Chief's satisfaction, the Chief may request the Assistant Deputy Minister of the Public Security Division (JSG) attempt to mediate a resolution to the dispute. If mediation is unsuccessful, the Chief may request the Deputy Minister of Justice and Solicitor General review the matter. The Deputy Minister may act independently or, on a case-by-case basis, establish a committee to review the matter and make recommendations. The decision of the Deputy Minister will be final and binding.

ORGANIZATIONALMANAGEMENT (OM)

OM 1 - COMMUNITY POLICING

PREAMBLE

Community policing, which is based on the principles of partnership, ownership, problem solving and quality service, allows police services to respond to the unique policing needs of their communities. Effective community policing requires ongoing dialogue with the community, taking a collaborative and proactive approach, and identifying community needs.

STATEMENT

Strategies to implement community policing vary according to community needs and available resources. In addition to ongoing dialogue with the community, the police service shall:

OM 1.1 – Formally consult with the community every four years (at a minimum) to identify community needs, concerns and expectations regarding policing. The process shall address at a minimum:

a. The performance of the police service.
b. How police personnel are perceived to conduct themselves while performing their duties.
c. The involvement of members with their community and its citizens.
d. Public perceptions regarding safety and security in the community.
e. Recommendations for improvement.
f. Citizens' level of satisfaction.

Compliance: Proof

Interpretation: A community survey (See: OM 1 Appendix Community Survey) must contain, at a minimum, questions that address each of the aforementioned bullets. The survey can take the form of phone, mail-out, interview, or forum and should address a statistically significant proportion of the population.
Bullet (b) – In the eyes of the public, do the police present themselves professionally and possess the necessary capabilities?
Bullet (c) - This is to measure community policing concepts, involvement of the police with the community (i.e. youth involvements, building community connections)

OM 1.2 – Police services shall take steps to address identified community needs, concerns and expectations.

Compliance: Proof

Interpretation: This standard is directly related to OM 1.1 and requires the police service to analyze and act upon the information that was obtained as a result of their community consultations. For example, use it as a base for the development of strategic planning for the police service, provide educational opportunities within the community, and implement specific programs to address the concerns, re-deploy personnel.

OM 2 - ORGANIZATION AND DIRECTION

PREAMBLE

These policing standards are intended to ensure the police services establish formal structures to organize, define, direct and coordinate their components and functions. The standards also apply to direction and supervision.

STATEMENT

All personnel must have a clear understanding of their responsibilities and powers in carrying out their duties in accordance with policy, procedures, rules and regulations.

OM 2.1 – Police services shall ensure all personnel have access to a current organizational chart with a written description of the organization's structure and a policy describing each organizational component or function.

Compliance: Policy along with a written description and organizational chart.

Interpretation: This standard requires production of an organizational chart to show structure and reporting areas. The organizational chart must be current and approved by the Chief of Police or Commanding Officer. Written descriptions are contained in policy. Policy must contain a description of the areas, and what they are responsible for in the organization.

OM 2.2 – Police service policy shall outline command protocol for the following situations:

a. The Chief of Police is absent, off duty, or incapacitated.
b. Involving personnel from different jurisdictions in a joint operation.
c. Day-to-day operations.

Compliance: Policy.

Interpretation: Bullet (a) – policy clearly identifies the chain of command to replace the Chief of Police or commanding officer, and how the identified member in the chain of command is appointed into the acting capacity.
Bullet (b) – policy identifies who has primary jurisdiction and what chain of command will be used for reporting when there is more than one enforcement agency involved during an investigation or incident.
Bullet (c) – who members[5] report to and take orders from on a day-to-day basis. This would also detail who would assume responsibility if members of equal rank are at an incident, i.e. the member with the most seniority in that rank will immediately assume responsibility for investigation of the occurrence, unless instructions to the contrary are given.

[5] Members refers to sworn police officers (see glossary)

OM 2.3 – Police service policy shall require members to obey any lawful order received from a supervisor. Procedures shall also be in place to deal with situations where the member receives a conflicting or unlawful order.

Compliance: Policy.

Interpretation: Policy shall require members to:

a. Carry out lawful orders.
b. Prohibit the issuance of unlawful orders or direct members to violate policy.
c. Direct what the members is to do if unlawful or policy breach orders are given.

Members need direction from policy on how to respond correctly when conflicting orders are made.

OM 2.4 – The police service shall have a system of policy and procedures that includes:

a. Maintenance of the policy and procedures system.
b. A review process for establishing new policies and police service procedures.
c. A process for disseminating and storing policy.
d. Ensuring that all new, existing or revised policy is disseminated to all affected personnel and having all affected personnel acknowledge the receipt and review of any changes.

Compliance:
Policy only for bullets (a), (b) and (c). Policy and proof for bullet (d).

Interpretation:
A formal policy system is established to keep employees informed regarding limits and expectations related to their duties. It should be accessible for rapid access and should differentiate between types of police service policies and procedures. Changes may either be distributed to each of the affected personnel or if timely access to any changes can be assured, posted in a specific location. Documentation that the affected personnel received and reviewed the directive must be received in a reasonable time period.

OM 2.5 – Police service policy shall include mission and values statements of the service.

Compliance: Policy and proof.

Interpretation: The mission statement and separate values statement of the police service should be embedded in policy. Proof for this standard would include observation of the mission statement prominently displayed in the police service facility.

OM 2.6 – Police services shall adopt a Code of Conduct and ensure all members abide by the Code.

Compliance: Policy and proof.

Interpretation: Proof is a copy of the Code of Conduct.

OM 3 - PLANNING

PREAMBLE

The planning process is essential to effective management. Police services should have clearly written goals and objectives and a plan for achieving them.

STATEMENT

The plan should cover successive years beyond the current budget and contain provisions for frequent evaluation and updating.

OM 3.1 – Police services shall develop a multi-year plan that includes:

a. Operational goals and objectives.
b. Expected fluctuations in population and work load.
c. Expected staffing requirements.
d. Expected capital improvements and equipment requirements.
e. Provisions for review and revision.

Compliance: Proof.

Interpretation: The setting of long term goals and their resulting effects are essential to police service management. Police services should have specific measurable and identified goals and a plan to reach them. The plan should extend beyond the current budget year and be updated frequently. Compliance would be a copy of the multi-year plan (See: OM 3 Appendix Business Plan Multi Yr Report). An audit check sheet has been provided to give more complete explanation of what the advisors are looking for.

OM 3.2 – Police services shall produce an annual report covering their operations during the previous fiscal year. Annual reports shall include, at a minimum:

a. Identified police performance management system (PPMS) results.
b. A listing of complaints against the service and/or members.
c. Financial statements of costs associated with the police service.
d. Highlights of significant community policing consultations.

Compliance: Proof.

Interpretation: Compliance is the annual report which may be made available to the public and is produced for the police services respective police commission.
Bullet (a) a summary of the analytical review of the PPMS annual results.
Bullet (b) may contain information on how many complaints were received and the outcome of each complaint.
Bullet (c) will detail the expenses of the police service and the cost of policing to the community.

OM 4 - FINANCIAL MANAGEMENT

PREAMBLE

A police service's accounting system should be compatible with, or a part of, the central accounting system of the governing jurisdiction.

STATEMENT

The accounting system should follow accepted accounting principles and follow formal financial control procedures which establish authority and responsibility, as well as alert management to problems that may require remedial action.

OM 4.1 – Police services shall have an accounting system that complies with generally accepted accounting principles.

Compliance: Proof.

Interpretation: This standard can be satisfied by a letter certifying an audit of budget documents, account ledgers, in accordance with generally accepted accounting principles (GAAP).

OM 4.2 – Police service policy shall outline the:

a. Budget process.
b. Responsibilities for the budget preparation.
c. Responsibilities for the fiscal management.

Compliance: Policy and/or Legislation.

Interpretation: Bullet (a) requires a detailed process, not only a policy statement. Bullet (b) describes the steps taken to gather budget information from various organizational components to prepare the budget for submission and approval. Bullet (c) describes levels of financial authority, budget management and approval processes, responsibility and accountability.

OM 5 - INTERNAL AUDITS

PREAMBLE

Audits ensure objective reviews of facilities, property, equipment, personnel and activities outside normal supervising procedures and the chain of command.

STATEMENT

Responsibility for the internal audit function shall be outlined in police service policy.

OM 5.1 – Police services shall have policy which describes internal audits and includes:

a. Procedures for conducting such audits.
b. The frequency and criteria for audits.
c. Assigned responsibility for audits and any required corrective action.
d. Follow-up procedures to ensure corrective actions have occurred.

Compliance: Policy and proof for each bullet.

Interpretation: Internal audits are an ongoing activity which is the responsibility of supervisors at every level. Audits should not be limited to equipment and directives but also include the physical facilities.
Bullet (a) - outlines how the audits are conducted: random, scheduled or advanced distribution of an inspection form.
Bullet (b) - Describes the audit objectives and what standards are being audited against, i.e. Alberta Provincial Policing Standards or police service policy.
Bullet (c) - outlines which position conducts the audits, manages the audit process and recommends remedial action.
Bullet (d) - outlines how the remedial action will be completed to ensure any concerns identified in the audit have been corrected. May provide timelines for the completion of any follow-up action. Compliance would be the completed audit/inspection report.

PERSONNEL ADMINISTRATION (PA)

PA 1 - RECRUITMENT

PREAMBLE

Police services are required to provide adequate and effective policing that meets the needs of the community. To fulfill this requirement police services must, recruit members, through a process that is sensitive to the principles of openness and equity, in accordance with the Ministry's Recruit Selection Guidelines.

STATEMENT

The following standards are intended to ensure both organizational needs and community expectations are met.

PA 1.1 – Police service policy shall outline the position(s) which have the responsibility for recruitment of members.

Compliance: Policy.

Interpretation: Policy should outline which position(s) have the responsibility (i.e. Chief of Police, delegate, Recruiting Section) for recruitment of members.

PA 1.2 – Police services shall ensure position(s) responsible for recruiting members have the skills and competencies required to fulfill responsibilities.

Compliance: Policy and proof.

Interpretation: Personnel assigned to recruitment of members shall possess or acquire the skills and competencies required to fulfill their responsibilities. Proof may be determined through: job descriptions, Chief's memo, resumes, academic accreditation, and training records.

PA 1.3 – Police services shall have a written recruiting plan which includes, at a minimum, member requirements accounting for community diversity and a documented process for evaluating the recruitment plan considerations.

Compliance: Proof.

Interpretation: Proof of compliance is the recruiting plan.
Bullet (a) – should address the diverse needs of the police service and community considering cultural, gender and minority groups.
Bullet (b) - the plan should outline what will be done to acquire the appropriate personnel. (i.e. upgraded driving skills, educational standing)
Bullet (c) – this bullet is an overall description of how an agency will address their recruiting requirements (i.e. case-by-case as needed or continuous recruiting). This would also include recruitment methods such as posting of opportunities and active recruitment within or outside the local community.
Bullet (d) - this bullet describes a process to evaluate the effectiveness of the recruitment plan after each process or on an annual basis.

PA 1.4 – Police services shall, at the time of the application, provide written information to applicants, about the recruiting process and any costs associated with the application process which must be borne by the applicant.

Compliance: Proof.

Interpretation: Proof will be a sample of the recruitment package, including hard copy, on-line, or in any other electronic recruiting formats.

PA 2 - SELECTION OF MEMBERS

PREAMBLE

To provide for adequate and effective policing, police services are required to select qualified individuals. The Ministry implemented standardized police recruit selection guidelines to ensure best practices for selection of members.

STATEMENT

Police services must use the Alberta Police Recruit Selection Guidelines process.

PA 2.1 – Police services shall ensure their recruit selection complies with Alberta Police Recruit Selection Guidelines.

Compliance: Proof.

Interpretation: Proof may be a vetted copy of an applicant's file subjected to selection.

PA 2.2 – Police service policy shall outline who has the responsibility for the selection of members.

Compliance: Policy.

Interpretation: The policy should outline who has the responsibility (i.e. Chief of Police, delegate, Recruiting Section) for the selection of members in accordance with the Alberta Police Recruit Selection Guidelines.

PA 2.3 – Police services shall ensure position(s) responsible for selecting members have the skills and competencies required to fulfill responsibilities.

Compliance: Policy and proof.

Interpretation: Personnel assigned to selection of members shall possess or acquire the skills and competencies required to fulfill their responsibilities. Proof may be determined through: job descriptions, Chief's memo, resumes, academic accreditation, and training records.

PA 2.4 – Police services shall comply with The Alberta Police Recruit Selection Guidelines by providing:

a. Publicly accessible requirements to be met prior to selection.
b. Written procedures for rewriting, re-applying or having test results re-evaluated, if permitted.
c. The procedure for notifying unsuccessful applicants of their ineligibility.
d. A thorough background investigation of applicants who have been selected, that contains at a minimum:
    i. Fingerprinting

ii. CPIC[6] criminal record checks
iii. Local indices check
iv. Reference checks
v. Interview of applicant
vi. Assessment of applicant's overall suitability

Compliance: Proof for each bullet.

Interpretation: Selection requirements may be posted on the police service's internet job posting board or in recruiting information that is sent to applicants. All applicants are to receive the same information, have accessibility to it in the same form at each stage of the application process. Unsuccessful applicants must be notified by way of letter or other notification regarding their status in the process. Background investigations do not need to be conducted on all applicants, only on those who have progressed in the selection process.

PA 2.5 – To be confirmed with permanent status, RCMP, First Nation or municipal members must have:

a. Graduated from a police induction training program that adheres to a curriculum recognized by the Ministry and approved by the Chief of Police.
b. Completed the applicable statutory requirements of the 18 months probationary period, as set out in *Section 4(1)(a)* of the *Police Service Regulations*.

Compliance: Policy.

Interpretation: Bullet (a) – refer to PA 2.5 Appendix Recruit training review criteria

PA 2.6 – Successful applicants for appointment to police officer status under the *Act* and/or Tripartite Policing Agreements shall receive, on appointment:

a. The *Act* and the *Police Service Regulation*, as amended.
b. The Police Service Code of Conduct/Ethics.
c. The policing by-law or schedule as per the *Tripartite Policing Agreement* (if applicable).

Compliance: Proof.

Interpretation: Every member shall receive a copy of the *Act* and *Police Service Regulation* and policing by-law or schedule as per the *Tripartite Policing Agreement* (if applicable). In addition the member shall receive a copy of the individual police services Code of Conduct/Ethics (electronic access to the documents is acceptable).

PA 2.7 – Successful applicants for appointment to police officer status under the *RCMP Act* shall receive, on appointment:

a. The *Police Service Code of Conduct/Ethics*.
b. The *RCMP Act*.

Compliance: Proof.

Interpretation: Every member shall receive a copy of the *RCMP Act*, *Code of Conduct/Ethics* (electronic access to the documents is acceptable).

[6] See Glossary

PA 3 - TRAINING

PREAMBLE

Police services are required to provide police induction training, in-service training and professional development to personnel to ensure they have the skills and competencies to effectively discharge their responsibilities. This training commences upon hiring and continues throughout the careers of members, civilians and volunteer[7] personnel.

STATEMENT

The following standards address the minimum requirements for promoting predictable and consistent skill development in police services. The standards recognize the variety of designations of personnel as well as unique requirements. These standards provide for regular education and training about developments in statute and case law as well as changes in technology and social expectations. These standards do not limit police services from designing and delivering enhanced training to meet the needs of the community they serve.

PA 3.1 – Responsibilities for the research, design and delivery of in-service training and professional development shall be outlined in the police service policy.

Compliance: Policy.

Interpretation: Policy should outline which unit is responsible for this function. It should describe how the research, design and delivery of in-service training and professional development shall be done. The policy should address how the unit responsible, will keep up to date on the trends and requirements of the police service and the community they serve (external in-service training is acceptable).

PA 3.2 – Police services shall ensure individuals who are responsible for training have the skill and competencies required to fulfill their responsibilities. These skills and competencies shall collectively include, but not be limited to:

a. Needs analysis and course design the ability to use a variety of delivery techniques.
b. Lesson planning skills, testing and evaluation of course applicants.
c. The ability to access human and technical resources.

Compliance: Policy and proof.

Interpretation: Personnel assigned to training shall possess or acquire the skills and competencies to fulfill their responsibilities. Proof may be determined through a Chief's memo, job description, resumes, academic accreditation, training records (i.e. effective presentation course or other such courses). Not all personnel need to have all of the same courses as long as they collectively have the competency required in each of the bullets

[7] See Glossary

PA 3.3 – Course training standards and lesson plans shall adhere to a curriculum recognized by the Ministry and approved by the Chief of Police.

Lesson plans shall include:

a. Performance and job-related behavioral objectives.
b. Teaching points for content.
c. Delivery techniques.
d. A process for evaluating the competencies of applicants.

Compliance: Policy and proof

Interpretation: A memo from the Chief stating the training curriculum meets the requirements spelled out in the PA 3.3 Appendix Training Curriculum. Lesson plans shall have all of the necessary points as outlined in bullets (a) to (d). Bullet (d) – refers to evaluations such as formal testing, class participation, boards, and practicum.

PA 3.4 – Police services shall:

a. Approve and modify lesson plans.
b. Maintain training records.
c. Review and analyze training.
d. Have procedures for remedial training.
e. Have sanctions for failure to meet training objectives.

Compliance: Policy and proof.

Interpretation: The personnel responsible should document approving/modifying lesson plans, and maintain staff training records. The review and analysis of training provided shall be conducted annually, or as required. Should personnel require remedial training, policy should include defined procedures. Policy should address what action will be taken and by whom, if training objectives have not been met. See: Appendix Environmental Scans.

PA 3.5 – Police services' recruit field training programs shall include but not be limited to:

a. A selection process for field trainers.
b. Methods for evaluating the competencies of field trainers.
c. Supervision of field trainers.
d. Training for field trainers.
e. A specified timeframe for completing a recruit field training program.
f. Orientation to activities within the police service.
g. Liaison with a recruit induction training facility.
h. Provision for (at a minimum) a tri-monthly written evaluation of recruits throughout the recruit training period.

Compliance: Policy and proof.

Interpretation: Recruit training programs require the selection of competent field trainers who are trained, supervised and evaluated. Policy shall specify the length of time to complete the program and what evaluations will be conducted. Orientation is a major factor in a person's adjustment and motivation toward their employment and new environment. Various activities performed by the police service (i.e. administrative and operational support structures) should form part of the orientation process. Policy should ensure a liaison between the recruit induction facility and the recruit field training personnel exists to address human resource matters and training needs.

PA 3.6 – If a police service provides specialized services[8], it shall outline how training needs will be provided:

a. Describing specialized services.
b. Any skill development required for commencement of duties.
c. On-the-job requirements for maintaining/improving competencies.

Compliance: Policy and proof.

Interpretation: Job descriptions are required for each position with the training/skills necessary prior to commencement of duties. It is necessary to maintain and improve credentials to work in the specialized field.

PA 3.7 – Police services shall identify and provide training which meets the needs of civilian employees[9] and include but not be limited to:

a. Orientation to these persons' roles in the police service.
b. Goals, policies and procedures of the police service that affect their duties.
c. Working conditions and regulations.
d. Rights and responsibilities.
e. Specific skill development to fulfill their responsibilities.

Compliance: Policy and proof.

Interpretation: Civilian employees require all points bullets (a) to (e) to be fulfilled either prior to or shortly after the commencement of their employment.

PA 3.8 – Police services shall identify and provide the training needs of supervised volunteers[10] which includes, but is not limited to:

a. Orientation to these persons' roles in the police service.
b. Goals policies and procedures of the police service that affect their duties.
c. Working conditions and regulations.
d. Rights and responsibilities.
e. Specific skill development to fulfill their responsibilities.
f. Job descriptions, training programs.
g. Proof that training was delivered.

Compliance: Policy and proof.

[8] See Glossary
[9] See Glossary
[10] See Glossary

Interpretation: Supervised volunteers require all points in bullets (a) to (e) to be fulfilled either prior to or shortly after the commencement of their volunteer function. Proof may include training schedules, syllabus, and lesson plans.

PA 3.9 – Police services shall identify and provide for the training needs of newly promoted people. Training shall include, but not be limited to:

a. Orientation to policies and procedures specific to the new level or position in the police service.
b. Specific skill development in response to the need of the newly promoted people to fulfill their new responsibilities.

Compliance: Policy and proof.

Interpretation: Promoted personnel shall be orientated to their new roles and responsibilities. If a newly promoted person requires further training to fulfill their duties, policy should define what training may be required. A person may be promoted and not need any additional training. This does not apply to personnel in temporary acting positions.

PA 3.10 – Police services shall conduct needs analysis that includes the delivery of professional development to ensure members remain current in knowledge and techniques required in their duties.

Compliance: Proof

Interpretation: Proof could be training plans, schedules, syllabus, training logs, formalized documentation of needs analysis, skills perishability, competency updates, environmental changes, and updates (i.e. technology, case law, and judicial recommendations).

PA 4 - PERFORMANCE EVALUATION

PREAMBLE

Police services are required to regularly evaluate the performance of their personnel[11]. These evaluations are conducted to reinforce and reward positive performance, acknowledge and rectify marginal performance and address unacceptable performance in a timely fashion.

STATEMENT

Performance evaluations must measure observable and relevant behaviour, and be applied fairly and equitably. The following standards are intended to promote a performance evaluation system which responds to the needs of the police service while ensuring fairness and equity.

PA 4.1 – If a police service has not articulated a comprehensive performance evaluation process in its collective agreement or associated legislation, the police service shall describe its evaluation procedures which include but are not limited to:

a. Annual and periodic written performance evaluations of every member and civilian employee.
b. Defined responsibilities of evaluators.
c. A procedure for the use and submission of forms.
d. Performance measurement criteria specific to the duties required of the members and civilian employees.
e. Defined measurement devices.
f. A statement of the member's or personnel's right to acknowledge and respond to an evaluation, in writing, and at the conclusion of input from all levels of supervision.
g. An appeal process.

Compliance: Policy and proof

Interpretation: Bullet (a) - annual and periodic; meaning at any other time during the year, such as monthly, bi-monthly.
Bullet (b) - what the evaluator is evaluating and the guidelines for it.
Bullet (c) - description on how to use the performance appraisal forms and submission of them to the respective people, such as the Inspector, Deputy Chief, Chief.
Bullet (d) - personnel be rated on the duties specific to the person and not in general.
Bullet (e) - the appraisal form has an evaluation criteria known to both the evaluator and the employee. Qualitative narrative assessment is acceptable as well.
Bullet (f) - the opportunity for the person to provide feedback.
Bullet (g) - an appeal process for the person on the results of the performance appraisal.

[11] See Glossary

PA 4.2 – Police services shall ensure the personnel being evaluated are interviewed at the conclusion of the performance evaluation for the purpose of:

a. Reviewing the written performance evaluation.
b. Reinforcing positive performance.
c. Discussing the level of expected performance in the case of marginal performance.
d. Setting performance goals and objectives.
e. Discussing the career development needs of the person being evaluated.

Compliance: Policy and proof.

Interpretation: Proof could be a vetted example of an evaluation.

PA 4.3 – Police services shall provide a copy of completed performance evaluations to the personnel being evaluated.

Compliance: Policy or proof.

PA 4.4 – Police services shall ensure written performance feedback is provided to all probationary personnel, tri-monthly (at a minimum), during the probation period.

Compliance: Policy and proof.

Interpretation: This standard applies to all personnel of police services. The length of time an personnel is on probation varies (i.e. civilians vs. members). It is understood that police recruit field training programs may end during the legislated probationary period. Responsibility for the required tri-monthly evaluation process may transfer to another area within the police service upon completion of a recruit field training program. Policy should direct the use of forms and criteria to provide written feedback for regular assessment and evaluation purposes during the probation period of all employees. Proof could be an example.

PA 4.5 – Police services shall ensure the impact of sustained complaints[12] against the conduct of any member is considered when evaluating that member's performance.

Compliance: Policy and proof (vetted example).

Interpretation: The impact of the sustained complaint in whole or part concerning the member may or may not be recorded in the performance evaluation for that reporting period. Consideration must be given to the nature and resolution of the sustained complaint by the supervisor.

PA 4.6 – Police services shall have a written performance evaluation system which sets out the use of remedial measures to improve marginal performance.

Compliance: Policy and proof.

[12] See Glossary

PA 4.7 – Police services shall have a written performance management system which includes an "early intervention"[13] component to proactively address potential performance issues.

Compliance: Policy and proof.

Interpretation: An early warning system helps identify any potential issues with personnel. The early warning system may track data such as sick days, traffic collisions, public complaints, excessive force allegations.

[13] See Glossary

PA 5 - PROMOTION

PREAMBLE

Personnel who are selected to assume greater responsibility must have demonstrated the skills, knowledge and competencies they require to perform at a higher level. Therefore, the promotion system must be based on the principles of fairness and equity.

STATEMENT

The following standards ensure principles are maintained in order to meet the needs of the police service, its members and the public they serve.

PA 5.1 – The responsibility for the administration of the promotion system shall be outlined in the police service policy.

Compliance: Policy.

Interpretation: The position which is responsible for the promotion system. It may involve several levels of the police service.

PA 5.2 – Police services shall have a documented promotion process which includes but is not limited to:

a. A written description of its promotion system to identify individuals who have demonstrated the skills, knowledge and ability to perform at a higher level. It must be available to police service members.
b. Identification of and selection of the most suitable applicant.
c. Identification and selection of individuals who have demonstrated the potential to assume additional responsibility.
d. Evaluation of applicants through performance appraisals.
e. An appeal process for unsuccessful applicants.
f. Control of promotion evaluation documents.
g. Posting of promotional opportunities.
h. Identifying the criteria for meeting eligibility requirements, with a weighted value for the impact of seniority.
i. Describing the process used to select successful applicants.

Compliance: Policy and proof

Interpretation: Transparency and fairness of the process and its results, possibly documented in a completed promotion package.

PA 5.3 – The police service promotion policy shall require the posting of promotional opportunities. Where an outside agency is used to assist in searching for applicants, the function and responsibilities of the outside agency shall include:

a. When an outside agency would be used.
b. Process for selection of the outside agency.
c. Authority to select a promotable applicant remains with the Chief.
d. Interview process.
e. Reporting requirements and limits for the outside agency.

Compliance: Policy and proof.

Interpretation: Duration of promotional opportunity postings is discretionary.

PA 5.4 – Police service policy shall note the evaluation provided by an outside agency will not be the sole determinant for promotion of a successful applicant. Outside agency evaluation shall not be the sole determinant for the elimination of any applicant from the promotion process.

Compliance: Policy or proof.

Interpretation: HR document could be proof.

PA 5.5 – Police service policy shall have a system for conducting an analysis, evaluation, and amendment of the promotion system.

Compliance: Policy and Proof.

Interpretation: Recent documented analysis. There is no specific time requirement for this standard (evaluation of the system). What worked, what did not work during the last hire or promotion(s)? For a small police service this may be answered by Not Applicable (N/A).

PA 6 - GRIEVANCES

PREAMBLE

Police services are required to respond to personnel grievances. Conflict resolution must adhere to the principles of fairness, equity, consistency and predictability.

STATEMENT

The following standards address the needs of police services as a whole as well as the needs and expectations of personnel. The responsibility for grievance resolution shall be outlined in the police service policy.

PA 6.1 – If a police service has not articulated a comprehensive grievance process in its collective agreement or associated legislation, it shall describe its grievance policy and procedures to include but not be limited to:

a. Matters that may be filed as a grievance.
b. Procedures used to resolve a grievance, including mediation.
c. Limitation of action on the grievance process.
d. Conditions for personnel's representation.
e. Procedures for appealing a grievance.
f. Remedies available as a consequence of submitting grievance.
g. The responsibility of supervisors in the grievance procedure.

Compliance: Policy or proof.

Interpretation: Proof would be a copy of the collective agreement or policy.

PA 6.2 – Police service policy shall require an annual analysis of grievances to identify and respond to evolving trends.

Compliance: Policy and proof

Interpretation: An annual analysis is required on this standard.

PA 7 - PROFESSIONAL STANDARDS

PREAMBLE

Members are required to administer the law in a just and impartial manner. They are also required to exercise self-discipline and protect the dignity of all people.

In order to maintain public confidence, members are required to thoroughly and promptly investigate complaints relating to member conduct, service delivery and policy. They must fully inform the respective parties, on an ongoing basis, as to the status of the investigation.

Police services are further required to maintain public confidence by identifying and effectively responding to any unacceptable conduct by members. Police services must embrace a variety of strategies to modify the behaviour of members, including counseling, training and discipline. Each party must understand the degree and nature of sanctions. Additionally, members of a police service who are responsible for modifying behaviour must be given authority and be accountable in the discharge of their duties.

STATEMENT

The following standards provide for the effective administration and investigation of complaints against a police service or its members by meeting the reasonable expectations of the general public, the police service and the members affected. They ensure that the principles of timeliness, equity and openness are an integral component of the police service's response to complaints. The standards also assign responsibility for modifying behaviour.

Complaints and Investigations

PA 7.1 – Police service policy shall outline the responsibility for the administration and investigation of complaints against members.

Compliance: Policy.

Interpretation: This standard deals with complaints against members, not the police service itself.

PA 7.2 – Police services shall use the approved public complaints management system.

Compliance: Policy and proof.

Interpretation: Include an example of entries on IAPro (see: IAPro Companion Doc). This standard is from *Sec 52 of the Act*, deals with complaints against the member and the police service. Standard terminology and definitions are mandatory to ensure cases are comparable across the province.

PA 7.3 – Police service policy shall define a complaints process which complies with the applicable legislation, tripartite agreement or provincial policing agreement. This shall include but not be limited to:

a. Receipt and evaluation of complaints for appropriate action.
b. Provision of an initial response to the complainant within 45 days, from the date when the complaint was received by the police service and the provision of follow up status reports to the complainant every 45 days thereafter.
c. Information describing the complaints process, including options such as informal resolution, mediation and service investigations.
d. Requirement to provide a written copy of the complaint and any written statements from the complainant to the officer subject to a non-criminal complaint.
e. Requirement to give all members under investigation the opportunity to respond to the complaint.
f. Procedure for the authorized member to reach a disposition, provide reasons for the disposition and notify all affected parties in a timely manner of the results and their right of appeal.
g. Requirement to forward to the Crown Prosecutor's Office the investigative file of all complaints of a criminal nature to determine if criminal charges are warranted.
h. The nature and type of complaint that is available for informal resolution.
i. The citizen's preference for method of resolution.
j. The member's preference for method of resolution.
k. The nature and type of complaint to be investigated by a supervisor.
l. The nature and type of complaint to be investigated by a police service professional standards unit.
m. The police service shall maintain a record of the nature and resolution of all complaints, regardless of how they were resolved.

Compliance: Policy/IAPro (See: IAPro Companion Doc) example.

Interpretation: See PA 7 Appendix Professional Standards Estimate of Complaint Rate.

PA 7.4 – Police service policy shall provide for written information explaining the complaint process to the public and members. The information shall be available in public areas of all police service facilities as well as in any arrest processing areas.

Compliance: Policy and proof.

Interpretation: This information should found online, in the lobby/front counter area of a police service building, and in the arrest processing area of a holding facility. In the holding facility signage could effectively replace literature.

PA 7.5 – Police services shall have written policy stating that every member is required to inform the Chief of police or detachment commander of the conduct of another member, whether the conduct occurs on or off duty, when such conduct is likely to constitute a breach of: discipline, professional ethics, a statutory offence, Code of Conduct, the *Act* or the Police Service Regulations.

Compliance: Policy.

PA 7.6 – Police services shall have policy stating that a member who is acting in the capacity of a designated union or association representative may be informed of the non-criminal conduct of another member as it relates to a contravention of disciplinary regulations or the failure to perform duties. In these cases, the police service shall not require the member to disclose this information.

Compliance: Policy.

PA 7.7 – Police services shall have policy to ensure that no person may discriminate or retaliate against any member who makes a complaint about the conduct of another member or who acts in the capacity of a designated union or association representative.

Compliance: Policy.

PA 7.8 – Police service policy shall require an annual analysis of complaints to identify, and respond to evolving trends summarized in the police service's annual report to the police commission, if one exists and (See: OM 3 Appendix Business Plan Annual Report).

Compliance: Policy and proof.

Interpretation: The analysis must evaluate and resolve trends which may adversely affect public confidence in the police service or its members. Proof would be a copy of an annual report to the police commission. See: Appendix Environmental Scans.

PA 7.9 – Police service policy shall ensure the people assigned to investigate the conduct of any member, the quality of police service, or policy, have the skill, and competencies required to fulfill their responsibilities.

Compliance: Policy and proof.

Interpretation: Skill, knowledge and competencies are acquired through investigative experience and training. Proof would be a job description, copy of selection process, resumes.

PA 7.10 – Police services shall have position(s) with the authority and accountability to administer corrective action for specified occurrences, in accordance with applicable legislation.

Compliance: Proof.

PA 8 - EMPLOYMENT CONDITIONS

PREAMBLE

Police services are required to provide defined compensation plans and conditions for employment. Police services are required to ensure the provision of professional and confidential assistance with a broad range of personal and work-related programs. These shall meet personnel needs, insofar as those needs affect the ability of the employee to discharge the responsibilities of their employment.

STATEMENT

The following standards ensure that employees are aware of the conditions of their employment as well as the range of programs available to respond to their personal needs.

PA 8.1 – Police services shall have comprehensive policy describing the benefits available to employees in accordance with relevant provincial labour legislation.

Compliance: Proof.

Interpretation: Proof would be a copy of the collective agreement with benefits highlighted.

PA 8.2 – Police service policy shall include employee assistance programs or services that include but not be limited to:

a. Critical incident stress management.
b. Anger management.
c. Substance abuse management.
d. Physical and mental wellness.

Compliance: Policy and proof.

PA 8.3 – Police services shall have policy in relation to off-duty and extra duty employment shall include but not be limited to:

a. Conflict of interest guidelines for off duty employment.
b. Provisions for extra duty employment.

Compliance: Policy.

PA 9 - VOLUNTEERS

PREAMBLE

Volunteers, whether endorsed[14] or supervised[15], play an important role in the delivery of police services. The use of volunteers is not intended to replace personnel or diminish their roles. Supervised volunteers may be given the powers of a peace officer under specified conditions.

STATEMENT

There is an expectation that volunteers will be properly trained and carry out their duties ethically and with integrity.

PA 9.1 – Police service policy shall outline the responsibility for the co-ordination and supervision of volunteer services.

Compliance: Policy.

PA 9.2 – Police services shall maintain a written description of the duties of supervised volunteers.

Compliance: Policy or proof.

Interpretation: Proof would be a copy of the description of duties.

PA 9.3 – Police services recruiting supervised volunteers, shall take into account the cultural diversity of the community, the nature of the program, and the availability of volunteers.

Compliance: Policy and proof.

Interpretation: Example of recruitment documents or brochures which express inclusion.

PA 9.4 – Police service policy shall direct a screening process be completed on supervised volunteers that include but are not limited to:

a. CPIC criminal records check.
b. Local indices check.
c. Reference checks.
d. Interview of applicants.
e. Assessment of overall suitability.

Compliance: Policy.

Interpretation: Example of a vetted application process document.

[14] See Glossary
[15] See Glossary

PA 9.5 – Police service policy shall ensure all records of applicants for a supervised volunteer role are maintained for a period consistent with their internal retention schedule.

Compliance: Policy.

Interpretation: Retention schedules

PA 9.6 – Police service policy shall ensure supervised volunteers are identifiable to the general public.

Compliance: Policy and proof.

Interpretation: Identification may be in the form of an ID card containing the volunteer's name/photo/number. Policy should include a description of the uniform to be worn by uniformed volunteers.

PA 9.7 – Police service policy shall ensure supervised volunteers acknowledge an Oath of Office and secrecy agreement.

Compliance: Policy and proof.

Interpretation: A sample vetted copy of the Oath of Office and Secrecy agreements may be included on the standard's file along with the applicable policy.

PA 9.8 – Police service policy shall ensure the performance of supervised volunteers is evaluated and documented annually.

Compliance: Policy and proof.

Interpretation: In addition to the policy, a sample vetted copy of a performance evaluation should be included on the standard's file.

OPERATIONS (OP)

OP 1 - CRIME PREVENTION

PREAMBLE

Preventing crime is the most effective way to create safe communities. Consistent with the philosophy of community policing, crime prevention extends beyond the concepts of home security and personal safety. Crime prevention engages the community in defining issues, establishing priorities, building problem-solving coalitions, and accepting responsibility for its role in enhancing public safety.

STATEMENT

Police service personnel are responsible for achieving short and long-term crime prevention goals. Crime prevention initiatives shall support a broad spectrum of crime prevention approaches (e.g. traditional [target hardening[16]] and social development[17] approaches).

OP 1.1 – Police service policy shall outline which position is responsible for crime prevention, as well as the relationship among all organizational elements of the police service in pursuing crime prevention.

Compliance: Policy and Proof.

Interpretation: Example – brochures, crime prevention reports, plans. Policy should ensure all: members understand:

a. Direction of the crime prevention programs in their police service.
b. Their role in crime prevention.
c. Awareness of the resources available.
d. The benefits of working together with stakeholders in crime prevention.

OP 1.2 – Police services shall establish crime prevention priorities, goals, objectives, evaluation criteria and time lines.

Compliance: Proof.

Interpretation: A copy of crime a prevention plan/strategy and applicable policy should be included in the standard's file.

[16] See Glossary
[17] See Glossary

OP 2 - TRAFFIC

PREAMBLE

Police services have a responsibility to provide both general and dedicated traffic services by enforcing traffic laws, investigating traffic collisions and facilitating traffic flow. The three E's - enforcement, engineering and education - are central strategies for improving public safety on our roadways. Related issues include impaired driving, intersection safety, occupant restraint, aggressive driving, and speeding. Traffic enforcement practices must be designed to encourage compliance with the laws in order to reduce collisions.

STATEMENT

Police services must establish partnerships with traffic safety stakeholders to effectively solve road safety issues. For example, provincial and local government road authorities can assist by providing collision and road engineering information that the police service can use to establish sound traffic safety plans. Police services shall assist other stakeholders by participating in engineering road design to address problem areas and by working with others to develop awareness campaigns that enhance efforts to enforce traffic laws.

OP 2.1 – Police services shall have policy which describes the traffic function to include but not be limited to the following:

a. The position that is responsible for the traffic function.
b. Responding to motor vehicle collisions when applicable.
c. Address tactical enforcement, and education efforts.
d. Ensuring the safety of the public at collision scenes.
e. Provide traffic control, the removal of vehicles, and debris.

Compliance: Policy and proof.

OP 2.2 – Police service policy shall describe the process for reporting collisions at reporting centers, on scene, or at police facilities.

Compliance: Policy and proof.

Interpretation: Observation of a reporting center, front counter or specialized investigation areas (fatalities, hit and run).

OP 2.3 – Policy shall require police services to maintain a traffic record system for collision and enforcement data that includes but is not limited to:

a. Location of collisions.
b. Time of collisions.
c. Cause of collisions.
d. Traffic offences.
e. Problem areas/intersections.

Compliance: Policy and proof.

Interpretation: A sample of collision and enforcement statistics and a copy of applicable policy should be included on the standard's file.

OP 2.4 – Police Service policies to improve road safety shall include a minimum three-year traffic services plan which addresses but is not limited to the following:

a. Enforcement.
b. Education.
c. Research and evaluation.
d. Communication and awareness.
e. Engineering and technology.
f. Related stakeholders.
g. Reviewed annually and updated as necessary.

Compliance: Policy and proof.

Interpretation: Proof a copy of the analysis (See: Appendix Environmental Scans) report used to target traffic safety units to trouble spots. Annual and multi-year plans perhaps, traffic engineer plans.

OP 3 - PATROL

PREAMBLE

In this section, “patrol” refers to the uniformed front line service delivery component of the police service. Patrol members engage in a wide variety of activities and respond to requests for service in a variety of ways.

STATEMENT

Members assigned to patrol actively participate in crime prevention, community policing, traffic enforcement, and criminal investigations. The functions of patrol as related to these separate activities are addressed in various sections of this standards manual. Police services shall respond to community needs for preventive patrolling by incorporating community policing practices which include consultation and collaboration with community resources.

OP 3.1 – Police service policy shall address responding to routine, urgent, and emergency calls.

Compliance: Policy and proof.

Interpretation: Proof can be a copy of dispatch guidelines; a police service without the capability shall demonstrate when and how they shall access the necessary resources through another service (i.e. *PPSA section 2.4*, or agreement with independent municipal.) Procedures explaining a priority system for responding to calls; see SS 2.4 bullet (d) as a similar proof will be required.

OP 3.2 – Police services must address issues raised in the citizen survey and their analysis (See: Appendix Environmental Scans). Police services shall demonstrate their operational response to identified community issues.

Compliance: Proof.

Interpretation: Policy and plan creation is covered in OM 1.1 and 1.2 (plus traffic plan, crime prevention, etc.). Proof can be when a community concern is identified, what police actions addressed patrol practices, special combined units, targeting the problems.

OP 3.3 – Police services shall have policy outlining responsibility for administration of the ride-along program and addressing but not limited to:

a. Participant eligibility and screening procedures.
b. Ride-along program procedures.
c. Confidentiality issues.
d. Liability issues.

Compliance: Policy and proof.

Interpretation: Bullet (a) - determine whom the police service will allow on ride-alongs. What security/background checks are required prior to ride-along? (i.e. CPIC check)
Bullet (b) - how to apply for a ride-along. Who is responsible for forms, checks and ensuring all the paperwork is completed? Proof would include a sample of ride-along program application forms, documents.
Bullet (c) - ensuring confidentiality issues are formally addressed.
Bullet (d) - ensuring liability issues are formally addressed.

OP 4 - MOTOR VEHICLE PURSUIT

PREAMBLE

Motor vehicle pursuits occur when a member follows a vehicle with the intent to stop or identify the driver, and the driver, being aware of the member's actions, fails to stop, initiates evasive action or ignores directions to avoid apprehension.

Motor vehicle pursuits present dangers to the public, to the driver being pursued, and to the members involved.

STATEMENT

The following standard minimizes these dangers by ensuring motor vehicle pursuits occur only in situations where the seriousness of the offence and the necessity of immediate apprehension of the suspected offender outweigh the level of danger created by the pursuit.

OP 4.1 – Police services shall have a written motor vehicle pursuit policy that is consistent with the Motor Vehicle Pursuit Guidelines issued by the Ministry.

Compliance: Policy.

Interpretation: Policy is required during cyclical audit process. However, should a directed review[18] be undertaken, proof would be determined through personnel interviews and analysis of historical pursuit review reports. Refer to Coordinator's Policy Assessment Sheet.

[18] See Glossary

OP 5 - INVESTIGATIONS

PREAMBLE

The core function of a police service is to investigate crime. These standards take into account that police services have discretion in determining the degree of specialization they commit to and identifying elements that are common to investigations.

STATEMENT

The following standards relate to functions performed by patrol members and members assigned to specialized investigative areas. A police service may enter into a mutual aid or shared service agreement with another police service to ensure the availability of resources required to meet a particular standard.

OP 5.1 – Police service policy shall outline their capability to respond to complex investigations in a timely manner.

Compliance: Policy.

Interpretation: Policy alone is sufficient if a police service has the capability to conduct its own complex investigations. A service without the capability shall demonstrate when and how they shall access the necessary resources through another service (i.e. PPSA section 2.4, or written or verbal agreement with independent municipal.)

OP 5.2 – Police services shall use a defined case management system[19] which monitors investigation progress. Police services shall define the responsibilities and procedures for conducting preliminary and follow-up investigations.

Compliance: Proof.

Interpretation: Proof would be observation that a management system for investigations is in place. Identify member i/c, follow-up investigators if applicable, diary dates, and conclusion status (i.e. charges, still open).

OP 5.3 – Police service policy shall require the use of the major case management model[20] where the application of those principles is necessary to manage investigations that are serious or complex in nature.

Compliance: Policy and proof.

Interpretation: Notwithstanding, this model would also be used in cases where the complexity, risk and resources require the application of the model. Provide an example case and proof of training for members.

[19] See Glossary
[20] See Glossary

OP 5.4 – Police service policy shall govern, but not be limited to, the investigation of:

a. Hate bias motivated crime[21].
b. Technological crimes.
c. Missing Persons.

Compliance: Policy and proof.

Interpretation: Policy should address the initial classification of hate bias, tech crimes or missing persons; particularly any factors in the investigation that can determine the motivation for committing a crime. Policy should also address any special notifications required once a criminal determination has been confirmed. Policy is sufficient to identify internal or outside technical investigators. A service without these capabilities shall demonstrate when and how they shall access the necessary resources through another service (i.e. *PPSA Section 2.4*, or written or verbal agreement with independent municipal.) The police service's own internal technical investigator's CV and job description would be proof.

OP 5.5 – Police service policy, in coordination with the Ministry of Labour, shall define the responsibilities and procedures for conducting criminal negligence causing death or bodily injury investigations where a death or serious injury takes place in the context of a workplace.

Compliance: Policy.

Interpretation: Policy should designate the area of investigative responsibility as well as address but not be limited to the following points at a minimum:

a. Jurisdictional authorities
b. Defined investigative responsibilities between police services and regulatory bodies
c. Investigative processes
d. Allowable concurrent activities between police services and regulatory bodies
e. Forensic processing
f. Evidence seizure
g. Training
h. Liaising with regulatory bodies responsible for investigating workplace safety incidents
i. Liaising with Alberta's Regulatory Unit of Specialized Prosecutions who are responsible for Occupational Health and Safety prosecutions.

OP 5.6 – Police service policy shall govern cross jurisdiction investigations and the sharing of information with other law enforcement services and regulatory bodies.

Compliance: Policy and proof.

Interpretation: Police service policy should focus on day-to-day investigations that cross jurisdictions but do not involve joint forces operations (example: local inquiries, search warrant execution).

[21] See Glossary

OP 5.7 – Police service policy shall govern the use of polygraph or any other truth verification systems.

Compliance: Policy.

Interpretation: Policy should identify when truth verification system(s) may be used, the limitation thereof and consent requirements.

OP 5.8 – Police service policy shall require compliance with the reporting requirements of the Violent Crime Linkage Analysis System (ViCLAS)[22].

Compliance: Policy.

Interpretation: Policy should identify occurrences requiring ViCLAS submissions to be reported within the mandated timeline.

[22] See Glossary

OP 6 - CRIMINAL INTELLIGENCE

PREAMBLE

Police services are required to collect, analyze, evaluate and exchange information relating to criminal activity.

STATEMENT

Responsibility for the criminal intelligence function is outlined in the police service policy. Police services that are Level I members of the Criminal Intelligence Service of Alberta (CISA) shall have a criminal intelligence program consistent with the Criminal Intelligence Service of Canada (CISA) mandate. Police services will utilize and abide by the Security Classification and Protection of Information systems described in the CISA Regulations.

OP 6.1 – Police service policy shall ensure criminal information collected be shared only with authorized recipients[23] and exchanged in a timely fashion.

Compliance: Policy.

Interpretation: See Statement above. Third party rule applies.

OP 6.2 – Police services shall ensure personnel assigned to the criminal intelligence function have the skills and competencies required to fulfill their responsibilities.

Compliance: Policy and proof.

Interpretation: Personnel who are assigned to criminal intelligence roles shall possess or acquire the skills and competencies to fulfill their responsibilities. Proof may be demonstrated through Chief's memo, job description, resumes, academic accreditation, or training records.

OP 6.3 – A CISA Level I police service's policy shall ensure its intelligence program will:

a. Maintain a human source management system as compliant with CISA.
b. Complete and maintain human source debriefing reports for all confidential human sources, in the CISA format.
c. Share a vetted copy of all human source debriefing reports utilizing a secure electronic system (i.e. ACIIS) as supported by CISA and its executive committee.
d. Designate a criminal intelligence liaison officer.

Compliance: Policy.

Interpretation: Applicable to Level I members only.

[23] See Glossary

OP 6.4 – Police service policy shall ensure the protection of information sources.

Compliance: Policy Proof.

Interpretation: Proof would be a description of the steps taken to protect identity, and review personal safety concerns if any with informants.

OP 6.5 – Police service policy shall ensure the "Third Party Rule"[24] is used to control the release of all criminal intelligence.

Compliance: Policy and proof.

Interpretation: Procedures, training syllabus and logs.

[24] See Glossary

OP 7 - BRINGING EVIDENCE BEFORE THE COURT

PREAMBLE

Police services are required to conduct investigations and enable evidence to be properly admitted in court.

STATEMENT

The preparation and submission of timely and complete prosecution packages and other documentation supports quality prosecutions and can enhance the opportunity for early case resolution, in appropriate circumstances.

OP 7.1 – Police service policy shall establish formal and informal mechanisms to ensure:

a. Effective liaison between the police service and the office of the Crown prosecutor.
b. Proactive identification, consultation and resolution with the Crown regarding investigations that may result in difficulties in prosecution of complex or serious cases.
c. Appropriate use of alternatives to having witnesses attend court, such as the use of affidavit evidence or declarations.
d. Crown prosecutors have timely, complete and well organized documentation to enable preparation, disclosure and prosecution.

Compliance: Policy and proof.

Interpretation: Bullets (a) and (b) proof could be in a form of correspondence between police services and Crown demonstrating ongoing dialogue.
Bullet (c) proof could be in the form of certificates, affidavits, or other methods that do not require the attendance of a witness in court. Bullet (d) proof would be a completed prosecution package demonstrating compliance.

OP 8 - DISASTER/CONTINGENCY PLANNING

PREAMBLE

Police services are required to respond to natural and other disasters.

STATEMENT

Police services shall act in accordance with applicable legislation and the affected municipality's disaster plan. In the event of a natural disaster or other emergency where a state of local emergency or a provincial state of emergency has been declared, the police service shall take direction from the on-scene Incident Commander. In the case of a provincial state of emergency, the on-scene commander is designated by the responsible Minister.

OP 8.1 – Police service policy shall designate position(s) that are responsible for coordinating the police response to natural and other disasters.

Compliance: Policy and proof.

Interpretation: Position(s) in the police service tasked with coordination of response, job description, and training certifications. Skills and training for those personnel (i.e. Alberta Emergency Management Agency (AMEA) courses).

OP 8.2 – Police service policy shall have a disaster/contingency plan relevant to the community context in accordance with AEMA expectations.

Compliance: Policy and proof.

Interpretation: Emergency Management Plan is identified in policy. Proof: would be a plan prepared in consultation with the local governing authority. Police services shall have a written plan as to their specific duties and obligations in a disaster. Police services shall have a written plan which outlines their role as part of a community mobilization response to an emergency.

OP 8.3 – Police service policy shall require the review and amendment of their disaster/contingency plans on an annual basis and following activations for real events or exercises.

Compliance: Policy and proof.

Interpretation: Proof would be a copy of an annual review.

OP 9 - USE OF FORCE

PREAMBLE

Police services are required to provide members with an understanding of the legal parameters for the lawful application of force. In approving use of force techniques and applications, the Ministry receives advice from both the Alberta Association of Chiefs of Police (AACP) and the RCMP.

STATEMENT

A member's duty to enforce laws may require the use of force. Guidance and references for use of force initiatives can be found in documentation and course training standards for AACP and RCMP use of force models.

OP 9.1 – Police service policy shall ensure use of force is consistent with the Criminal Code of Canada.

Compliance: Policy.

Interpretation: Address the level of force a member is permitted to use, under what circumstances, including lethal force.

OP 9.2 – Police service policy shall ensure the weapons, techniques and applications of force comply with the *Use of Force Guidelines* issued by the Ministry (See: OP 9.2 Appendix Use of Force Guideline). Policy will cover lethal and less lethal weapons use (See: OP 9.2 Appendix U of F Training Review).

Compliance: Policy.

Interpretation: Policy will be consistent with Ministry Guidelines: *Conducted Energy Device, Motor Vehicle Pursuits,* and *Use of Force* (See: OP 9.2 Appendix CEW Guideline).

OP 9.3 – Police services shall ensure incidents involving force are reported in compliance with the *Use of Force Guidelines*.

Compliance: Policy and proof.

Interpretation: A printout from IAPro (See: IAPro Companion Doc).

OP 9.4 – Police service policy shall require an annual review and analysis (See: Appendix Environmental Scans) of use of force procedures and incidents.

Compliance: Policy and proof.

Interpretation: A copy of an annual review: identifying any patterns, training needs, policy modifications, equipment modifications or needs.

OP 10 - DOMESTIC VIOLENCE

PREAMBLE

Domestic violence occurs when there is any use of physical or sexual force, actual or threatened, in an intimate relationship.[25] It may be a single act or a pattern of abuse which may include: physical, emotional, psychological, or sexual abuse. It may also include stalking and threats to children, other family members, pets or property.

STATEMENT

Police services are required to adhere to consistent practices in the area of domestic violence. This is due to the serious nature of these investigations and the goal of reducing/preventing further occurrences.

OP 10.1 – Police service policy shall comply with the *Domestic Violence Guidelines,* and *Victims of Crime Protocol (VCP)* (Elder Abuse, Mental Health Persons, and Sexual Violence) for police services issued by the Ministry. Police service policy and procedures, shall address but not be limited to:

a. Communication's call evaluation and dispatch procedures.
b. Initial response.
c. Investigative and arrest procedures.
d. Charge for criminal offence(s), breach of conditions and orders.
e. Mandatory use of a Family Violence Investigation Report (FVIR).
f. Children at risk.
g. High-risk cases and repeat offenders.
h. Occurrences involving members of a police service.
i. Support of victims.
j. Safety planning.

Compliance: Policy.

OP 10.2 – Police service policy shall designate a position of domestic violence coordinator.

Compliance: Policy and proof.

Interpretation: Each police service shall have a designated positon(s) who monitor domestic violence cases to ensure compliance with policy and to ensure follow-ups are conducted. A job description and certification of specialized training are proof.

OP 10.3 – Police service policy shall ensure a position exists for liaising with community representatives, responding to issues related to domestic violence and other vulnerable population occurrences.

Compliance: Policy and proof.

[25] See Glossary

Interpretation: Record of Community contacts, minutes of meetings.

OP 10.4 – Police service policy shall ensure domestic violence training is provided to all personnel who provide service in this area.

Compliance: Policy and proof.

Interpretation: Show that provincially provided training was attended.

OP 10.5 – Police services shall retain statistical data on domestic violence occurrences.

Compliance: Proof.

Interpretation: Statistical report

OP 10.6 – Police service policy shall require all domestic violence reports be read and approved by a supervisor.

Compliance: Policy and proof.

Interpretation: All supervisors approving domestic violence reports should have received the training offered by the Ministry as stated in OP 10.4.

OP 10.7 – Police services shall annually review their domestic violence policy and procedures to ensure consistency with legislative and case law changes.

Compliance: Proof

Interpretation: The latest review report could be proof.

SUPPORT SERVICES (SS)

SS 1 - VICTIM/WITNESS ASSISTANCE

PREAMBLE

Police services shall take reasonable steps to protect the personal rights and safety of victims and witnesses. All members of the police service must be particularly sensitive to the special needs of victims and their families in domestic violence, child abuse, sexual assault, abuse of the elderly and hate crimes. These crimes can have a major effect on the delicate structure of the family unit and the community in general. The way victims or witnesses are treated at the time of a crime and afterwards, can positively affect immediate and long-term ability to cope, and also willingness to testify.

STATEMENT

These standards are designed to ensure victims and witnesses are handled in a way which acknowledges their important investigative and prosecutorial role. (These standards do not apply to people in a witness protection program).

SS 1.1 – Police service policy shall provide victim and witness assistance that is consistent with the *VCP* established by the Ministry, or arrange referral of victims to community programs and services.

Compliance: Policy and proof.

Interpretation: Policy should ensure consistency with the *VCP*. Proof can be a copy of an agreement for provision of victim/witness services by another agency

SS 1.2 – Police service policy shall ensure victims of crime are provided with information about victim programs and services.

Compliance: Policy and proof.

Interpretation: Proof can be in the form of information cards, brochures, or via interview with a Victim Services Unit (VSU) advocate.

SS 1.3 – Police services shall review victim and witness services every three years (at a minimum) and adjust policies as deemed necessary.

Compliance: Policy and proof.

Interpretation: Police services without these capabilities shall demonstrate when and how they access the necessary resources through another service (i.e. *PPSA Section 2.4,* or agreement with independent municipal.) Proof would be a copy of the most recent victim and witness services review report. Notes from the police service's liaison member with current updates. A completed policy self-assessment sheet as included in the analysis (SS 3.2 Appendix analysis) is required to ensure policies remain consistent with established guidelines referred to in SS 1.1 through SS 1.3.

SS 2 - COMMUNICATIONS

PREAMBLE

Communications systems shall meet the needs of police services in the course of daily activities and during emergencies. Police services shall record radio transmissions and emergency telephone conversations. Recordings are an indispensable source of information for criminal investigations, internal investigations, training and audits of police services delivery system.

STATEMENT

The intent of these standards is to ensure on-duty members have the means to communicate with the police service at all times and to enhance/provide officer safety. The public must also be able to contact police services whenever necessary for information or assistance in emergencies.

SS 2.1 – Responsibility for the communications system shall be outlined in police service policy.

Compliance: Policy.

Interpretation: Policy should outline which personnel or outside organizations are responsible for their communication system.

SS 2.2 – Police service policy shall require personnel assigned to communications to have the skills and competencies required to fulfill their responsibilities.

Compliance: Policy and proof.

Interpretation: Proof may be determined through the communications job description and appropriate training requirements, Chief's memo, resumes, academic accreditation, and employees training records.

SS 2.3 – Police services shall be capable of providing 24-hour emergency service.

Compliance: Policy or proof.

Interpretation: Police services are required to provide 24-hour emergency service through their own police service or through an agreement with another service provider. A police service without the capability shall demonstrate when and how they shall access the necessary resources through another police service (i.e. PPSA section 2.4, or agreement with independent municipal police service).

SS 2.4 – Police services' communications policy shall address at the minimum, but not be limited to:

a. The tracking of on-duty members.
b. Radio, telephone and data communications procedures.
c. Contingency plans for system interruptions.
d. Prioritizing the response level to calls for service.

Compliance: Policy.

Interpretation: During the compliance review Policing Standards and Audits Section will observe the communications systems in operation.

SS 2.5 – Police service policy shall ensure all on-duty patrol members are provided with continuous access to communications services.

Compliance: Policy and proof.

Interpretation: Observation of portable radio equipment, cellular or satellite telephones, police service policy and contingency plans consider the reality that communications may be limited or nonexistent (dead zones) in some patrol areas. Communications policy must provide for alternative provisions for communications failures, and notification to members of known dead zones.

SS 2.6 – Police services shall have:

a. Procedures for recording radio transmissions and emergency telephone conversations with the communications center.
b. The capability to immediately playback recorded telephone and radio conversations with the communications center.
c. A minimum retention period of one year for all recordings.

Compliance: Proof.

Interpretation: Proof is required for bullets (a, b, c). Demonstration of immediate playback of radio and telephone conversations, security of the master recordings, and ability to make copies for court or disclosure.

SS 3 - CRIME ANALYSIS

PREAMBLE

Crime analysis is a continuous process which uses information on reported crimes and criminals to prevent and suppress crime with a goal of apprehending offenders.

STATEMENT

The intent of these standards is to ensure relevant data is collected, analyzed and disseminated in a timely manner, to affected personnel and members of the community.

SS 3.1 – Police service policy shall outline the positions responsible for collection, analysis, and dissemination of crime data and information.

Compliance: Policy and proof.

Interpretation: Proof may take the form of a report or bulletin prepared by the unit responsible for collecting, evaluating, analyzing and disseminating crime data.

SS 3.2 – Police service policy shall require procedures for analyzing crime trends. Their analysis shall address community needs and future policing requirements.

Compliance: Policy and proof

Interpretation: Analysis that results in a strategic plan to respond to community needs is the aim of this standard. The plan/proof is determined by analytical procedures to address crime trends stemming from base criteria such as: recent consultation with the community, results from community surveys, crime stats, response to calls for service in a crime analysis report see SS 3.2 Appendix analysis.

SS 3.3 – Police services shall ensure personnel assigned to crime analysis have the skills and competencies required to fulfill their responsibilities.

Compliance: Proof.

Interpretation: Personnel assigned to crime analysis shall possess or acquire the skills and competencies required to fulfill their responsibilities. Proof may be determined through the crime analyst's job description and appropriate training, Chief's memo, resumes, academic accreditation, or personal training records.

SS 4 - HIGH RISK INCIDENT RESPONSE UNITS

PREAMBLE

Police services may have High Risk Incident Response Units[26] which are capable of dealing with situations involving the use of: a Tactical Team[27], Hostage/Barricaded Negotiators Unit[28], Special Purpose Vehicles[29], Explosive Unit[30] and/or Public Order Units[31].

STATEMENT

Police services that do not have High Risk Incident Response Units may be the first on scene, and rely upon established agreements for assistance from others. Police services must have a written plan that outlines their response to High Risk Incidents[32].

SS 4.1 – Police service policy shall establish, an incident command structure, for High Risk Incident Response Units.

Compliance: Policy and proof.

Interpretation: Proof would be identification of circumstances, job description, training, CV, and chain of command for accessing PPSA Emergency Services (when and who makes the call who's i/c when they arrive). A police service without the capability shall demonstrate when and how they shall access the necessary resources through another police service (i.e. PPSA Section 2.4, or agreement with independent municipal police services).

SS 4.2 – Police service policy shall include, but not be limited to, emergency procedures anticipating such events as:

a. Initial response members being equipped and trained for threat containment, to establish and maintain secure perimeters.
b. Hostage taking.
c. Barricaded persons.
d. Bomb threats and disposal.
e. Personal Protection Service.
f. Labour unrest and civil disorders.
g. Handling major special events.

Police services shall designate a position within their organization that is responsible for planning responses to High Risk Incidents. The member holding this position shall be the principal police service advisor on High Risk Incidents.

[26] See Glossary
[27] See Glossary
[28] See Glossary
[29] See Glossary
[30] See Glossary
[31] See Glossary
[32] See Glossary

Compliance: Policy and proof.

Interpretation: This member would be responsible for developing responses to different High Risk Incidents and will also be the Advisor on any High Risk Incident that occurs in the field. This member's responsibilities begin at first response and containment to final resolution. When assistance from other agencies is required, the responsibility to call for appropriate help and change of command must be clearly addressed.

SS 5 - FORENSIC IDENTIFICATION SERVICES

PREAMBLE

To effectively investigate crime and prosecute offenders, police services must obtain information through the application of scientific knowledge and methods.

STATEMENT

Laboratory support resources can only be used effectively when the physical evidence has been properly identified, collected, preserved, and transported. Forensic identification services include collecting, processing and preserving physical evidence in the field.

SS 5.1 – Police services shall have, or have access to, forensic identification services with accompanying policy for:

a. Criteria for the selection and appointment of members of the forensic identification service.
b. Training of members of the forensic identification service.
c. The use and deployment of, and responsibility for, forensic identification services.
d. Use and deployment of forensic identification equipment.
e. If forensic identification services are provided by another police service, the requesting police service shall have policy on the appropriate circumstances for requesting such services.

Compliance: Policy and proof.

Interpretation: Proof would be observation of Forensic Identification equipment and Interview of member(s). It may also require job descriptions, CV's, training certificates, letter from the Chief. A police service without the capability shall demonstrate when and how they shall access the necessary resources through another police service (i.e. PPSA section 2.4, or agreement with independent municipal).

SS 6 - PEOPLE IN CUSTODY

PREAMBLE

Police services are required to arrest and detain people. These standards do not apply to people in a witness protection program nor do they apply to holding facilities operated as an integral part of a jail (remand centre) or correctional centre.

STATEMENT

The following standards relate to short-term holding facilities[33] operated by police services. The intent of these standards is to ensure the health, safety and security of people in custody, members and facility staff.

SS 6.1 – Police service policy shall govern the operation of their holding facilities and comply with OHS and WHIMS. Holding facility policy requires:

1. Supervisory Duties:
   a. Designating a position to be in charge of the holding facility.
   b. 24-hour supervision of people in custody and security checks every 15 minutes (at a minimum).
   c. Follow guidelines for visits and access of non-essential staff.
   d. Ensure procedures for an member's entrance into an occupied cell are followed.
   e. Follow guidelines for the security and control of people in custody who are being detained in a location other than the police service's holding facility (i.e. interview rooms, hospital).
   f. Guidelines for key control.
   g. Comply with Occupational Health and Safety, and Workplace Hazardous Materials Information System.

2. Procedures:
   a. Outline actions to be taken in the event of fire, medical emergency, prisoner escape or major incident.
   b. Specify the frequency of individual cell searches and the manner in which they are to be conducted.
   c. Guideline for the wearing of firearms.
   d. List items that people in custody are not allowed to retain.
   e. Sanitary conditions are maintained.
   f. First aid equipment is available and replenished after each use.
   g. For issuing prescribed medication.
   h. Provide access to washrooms.
   i. For receiving property on behalf of the people in custody.
   j. For providing meals and controlling cutlery.
   k. Provide for confidential access to counsel for people in custody.

Compliance: Policy and proof.

[33] See Glossary

Interpretation: Proof is observation of facility, including logs, closed circuit video equipment (CCVE) capability, and organizational chart.

SS 6.2 – Police service policy shall govern the processing of people in custody and include but not be limited to:

a. Inquiries made of all people in custody to determine any illness, injury or medications that may be required and such responses are noted on the arrest approval/booking reports to facilitate appropriate care and handling of people in custody.
b. Providing for immediate medical attention for people in custody who are unconscious or who appear to be ill or in obvious need of medical attention.
c. People in custody to be searched before being placed in a holding cell.
d. Conditions for conducting strip and cavity searches.
e. Personal property of people in custody be documented and placed in secured storage and returned upon release.
f. Youths be held separately from adults, and females separately from males.
g. People in custody are positively identified upon release.
h. Prescribing methods of handling, restraining, segregating, and observing people in custody which include at a minimum:
    (i) People under the influence of alcohol or drugs.
    (ii) People who are violent or self-destructive.
    (iii) Assessing the application and continued use of restraining devices.

Compliance: Policy only for bullets (a), (b), (c), (d), (e), (h) and (i). Policy and proof for bullets (f) and (g).

Interpretation: Where proof is required the following applies:
Bullet (f) – observation of secure storage of prisoner effects. (i.e. locked storage room, lockable bins, filing cabinet, drawers).
Bullet (g) – observation of gender and youth specific cells or the capability of designating same.

SS 6.3 – Police service policy requires arrest processing areas and holding cells to be monitored and recorded by CCVE.

Compliance: Policy and observation.

Interpretation: CCVE monitoring and recording is required in the arrest processing areas and cells of a holding facility. This includes the booking area and hallways leading to the booking area and holding cells; but does not include any breath testing room/area[34] or interview room[35] which is designed for an investigative purpose or activity. If a police service has sub-stations or district offices equipped with holding cells where prisoners are held after arrest, those locations require CCVE monitoring and recording.

[34] See Glossary
[35] See Glossary

SS 6.4 – Police service policy requires CCVE recording medium, as required in Standard SS 6.3, be retained for a minimum of one year.

Compliance: Policy and observation.

Interpretation: A best practice would be to retain recorded material for as long as possible. A minimum one year retention period is required.

SS 7 - TRANSPORTATION OF PEOPLE IN CUSTODY

PREAMBLE

The transportation of people in custody must provide safety and security for the individual(s), transporting member(s) and the public.

STATEMENT

Standards apply to cases where members are transporting a person (or persons) in custody for: booking, transfer to another facility, moving the person in custody from a holding facility to a medical facility, court or other location.

SS 7.1 – Police services shall have written policy that includes but is not limited to:

a. Advising the transporting member of any security, medical, mental health, special needs or other concerns regarding the people in custody (i.e. prisoners who are ill, disabled, injured or disturbed).
b. Recording in writing any security, medical, mental health or other concerns regarding the people in custody and assuring the documentation accompanies the people in custody during subsequent transports.
c. Appropriately modifying vehicles that are primarily used for transporting people in custody.
d. Searching people in custody prior to transport.
e. Searching transport vehicles before and after each transport.
f. Advising receiving officials of any security and medical concerns regarding the people in custody.

Compliance: Policy only for all bullets except bullet (c).

Interpretation: Bullet (c) applies to police vehicles that are primarily used to transport prisoners – specifically ‘paddy wagons’. This does not apply to police vehicles that are primarily used to transport members on patrol that may temporarily house or transport people in custody.

SS 7.2 – Police services shall have written policies that address but are not limited to:

a. Identifying people in custody prior to transport.
b. The documentation required to accompany people in custody during transport.
c. Having members of the opposite sex transport people in custody.
d. Transporting people in custody who have special needs (i.e. prisoners who are ill, disabled, injured or disturbed).
e. Transporting young offenders.
f. Using restraint devices during transport of people in custody.
g. Actions to be taken in the event of an escape.

Compliance: Policy.

SS 8 - RECORDS

PREAMBLE

To meet its management, operational and information needs, a police service must have a system for keeping records organized and easily retrievable. Privacy and security precautions shall be in accordance with police service policy and relevant legislation.

STATEMENT

Records system shall be designed to ensure proper access to records as well as control, storage, maintenance, retrieval, security and disposition of records.

SS 8.1 – Police service policy shall outline the positions responsible for the records function.

Compliance: Policy and proof.

Interpretation: Which organizational unit is responsible for the records and maintenance functions.

SS 8.2 – Police service policy shall ensure records are indexed for quick retrieval.

Compliance: Policy and proof.

Interpretation: Records include all data pertaining to calls for service, people, court functions. Proof can be achieved by demonstration of the records retrieval system during the on-site review.

SS 8.3 – Police service policy shall ensure the status of all operational records be clearly classified (e.g. open, closed, inactive).

Compliance: Policy and proof.

Interpretation: Proof can include documentation showing files designated with the appropriate status code. (i.e. electronic file screen shots showing Closed, SUI).

SS 8.4 – Police service policy shall ensure records are maintained in relation to:

a. Reports of crime.
b. Requests for service when members are dispatched.
c. Incidents involving arrests or prosecution.
d. Investigations initiated by the police service.

Compliance: Policy and proof.

Interpretation: Proof can be copies of reports which satisfy each bullet. (i.e. Bullet (a) – an occurrence report).

SS 8.5 – Police service policy shall address the use of forms.

Compliance: Policy.

Interpretation: Policy shall outline under which circumstances forms are used and how to revise them.

SS 8.6 – Police service policy shall address record retention schedules.

Compliance: Policy and proof.

Interpretation: Retention schedules shall outline retention period for each record classification.

SS 8.7 – Police service policy shall include procedures for handling funds.

Compliance: Policy and proof.

Interpretation: Policy shall include, but not be limited to, procedures for the receipt of funds for fines and fees.

SS 8.8 – Police service policy shall address document security.

Compliance: Policy and proof.

Interpretation: Policy shall outline the means and circumstances to secure records and documents. Policy shall ensure handling and destruction of records and documents. Include retention schedules, as they affect *FOIP* legislation.

SS 8.9 – Police service policy shall address the recording of arrest information.

Compliance: Policy.

Interpretation: Policy shall outline the information to be recorded on an arrest report. (i.e. prisoner biographical data, effects).

SS 8.10 – Police service policy shall address the maintenance of disposition records on all cases where charges have been laid.

Compliance: Policy and proof

Interpretation: Policy should outline the process for ensuring the disposition of charges is properly documented on case files. (i.e. who is responsible for recording the disposition on investigational files, timely submission of C-216, fingerprint forms to Ottawa RCMP for inclusion on criminal records).

SS 8.11 – Police service policy shall address the procedures for maintaining warrants.

Compliance: Policy.

Interpretation: Policy shall outline responsibility for entering/removing warrants on CPIC, the process to ensure warrant confirmation and attempts to execute.

SS 9 - MANAGEMENT OF EVIDENCE AND PROPERTY IN POLICE CONTROL

PREAMBLE

Police services must establish a system for maintaining the integrity of evidence, handling and disposition of property that comes into their possession. This system is crucial to police investigations and criminal prosecutions, but is also an excellent way to establish and maintain public confidence in the police service.

STATEMENT

The following standards relate to the care and control of evidence and property in police control.

SS 9.1 – Police services shall have policy and procedures compliant with legislation for:

a. Maintaining an inventory of evidence and property in police control.
b. Transferring the possession of evidence.
c. Disposing of property in police control.
d. Locating and notifying owners of property in police control.

Compliance: Policy and proof.

Interpretation: The check sheet included at the back of the Policing Standards Manual may be used as a guide to assure proper exhibit control is in place. Proof would be copies of exhibit control forms, logs demonstrating continuity of possession and disposition. Destruction procedures for firearms and drugs must include documentation and witnessing while following the procedures described in legislation.

SS 9.2 – Police services shall ensure seized recovered, evidentiary, abandoned, safekeeping of property and found property be:

a. Indexed.
b. Preserved.
c. Stored in a secure location with controlled access.
d. Audited annually.

Compliance: Policy only for bullet (a). Policy and proof for bullets (b) and (c).

Interpretation: Proof for bullet (b) would be observation of secure storage with controlled access (i.e. exhibit holding lockers, exhibit room). Proof for bullet (c) could include security safes for cash and drugs. Proof for bullet (d) would be a copy of the last annual audit or other documentation proving an annual audit was completed.

SS 10 - FACILITIES AND EQUIPMENT

PREAMBLE
Police services must operate in an adequate, effective and efficient manner. Facilities and equipment must be properly maintained and controlled.

STATEMENT

Police services shall be located in facilities that are conducive to members fulfilling their responsibilities effectively.

SS 10.1 – Police service facilities shall have but not be limited to:
a. Adequate interview room(s).
b. Suitable access for the public, including disabled people.
c. Security for critical/sensitive operations (eg. communications, records, property/evidence storage).

Compliance: Proof.

Interpretation: Bullet (a) - adequate interview room(s) shall have the capability of CCVE capture and storage. This does not mean every interview room within the facility be CCVE equipped.
Bullet (b) – suitable access for the public, including disabled people may include, but not be limited to, wheelchair ramps, assisted door openers, and handicapped parking.

SS 10.2 – Police service policy shall govern the issuance of service-controlled property.

Compliance: Policy and proof.

Interpretation: Policy shall specify items of service controlled property that has been issued to individuals or units. Associated forms may be included in the demonstration of proof of compliance by policy.

SS 10.3 – Police service policy shall ensure police service controlled property is maintained in a state of operational readiness.

Compliance: Policy and proof.

Interpretation: Observation in the form of a spot check will occur during the on-site review for such things as secure controlled access, safe storage, preservation, maintenance logs, vehicle inventories, service controlled weapons and radios.

SS 10.4 – Police service policy shall include the procedures for evaluating the effectiveness of service-controlled property (e.g. vehicles, emergency equipment, weapons, radios and clothing).

Compliance: Policy and proof.

Interpretation: Police service property should originate from a bona fide source after having been duly certified in accordance with the standards associated to the particular property. Quality assurance is ongoing and vital in evaluating the effectiveness of service controlled property. This evaluation should be completed prior to purchase and ongoing evaluation may be conducted by the end user. A form of proof may be correspondence articulating why a particular brand of police car, firearm or item of kit was chosen.

SS 10.5 – Police service policy shall ensure vehicles used in routine or general patrol, whether conspicuously marked or unmarked, be equipped with operational emergency lights and a siren.

Compliance: Policy and proof.

Interpretation: Proof would be observation of a police vehicle. Note: not applicable to administrative vehicles or covert vehicles.

SS 10.6 – Police service policy shall specify the equipment to be included in every patrol vehicle to address safety and liability issues for members and the public.

Compliance: Policy and proof.

Interpretation: Policy should itemize equipment to be included in each vehicle such as first aid kit, emergency blankets, reflective flares, and fire extinguisher.
Proof would consist of observation of police vehicles.

SS 10.7 – Police service policy shall designate specifications for all authorized personal equipment and apparel of uniformed members.

Compliance: Policy and proof.

Interpretation: Example should be a list of equipment that the members are authorized to utilize or wear. The list should be included in the standards file as further proof. Proof would also include observation of equipment.

SS 10.8 – Police service policy shall specify the personal protective equipment to be available for all members, which (at a minimum) shall include body armor and guidelines for wearing that equipment.

Compliance: Policy and proof.

Interpretation: Policy should include any other protective equipment such as reflective vests, gas masks, and safety eyewear. Proof would be observation of the protective equipment. Policy should address criteria such as carrying a loaded or unloaded weapon off-duty; taking weapons home; proper storage of the weapon and ammunition; members attending shooting competitions. Transportation, storage and use of firearms are legislated in the Criminal Code.

SS 10.9 – Police services shall have policy governing the circumstances under which

an off-duty police officer may carry an authorized weapon, in accordance with legislation.

Compliance: Policy.

Interpretation: The rules for carrying a loaded or unloaded weapon off-duty; taking weapons home; proper storage of the weapon and ammunition; members attending shooting competitions.

SS 10.10 – If a police service has Special Purpose Vehicle(s) for their High Risk Incident Response Unit(s), it shall have policy to govern:

a. The use of the vehicle(s).
b. Deployment of the vehicle(s).
c. Responsibility for the care of the vehicle(s).
d. Training of members to operate the vehicle(s).

Compliance: Policy and Proof

Interpretation: Proof would consist of observation of vehicles, maintenance logs, and readiness for deployment.

SS 11 - MEDIA RELATIONS

PREAMBLE

Police services shall establish a positive and open working relationship with the media.

STATEMENT

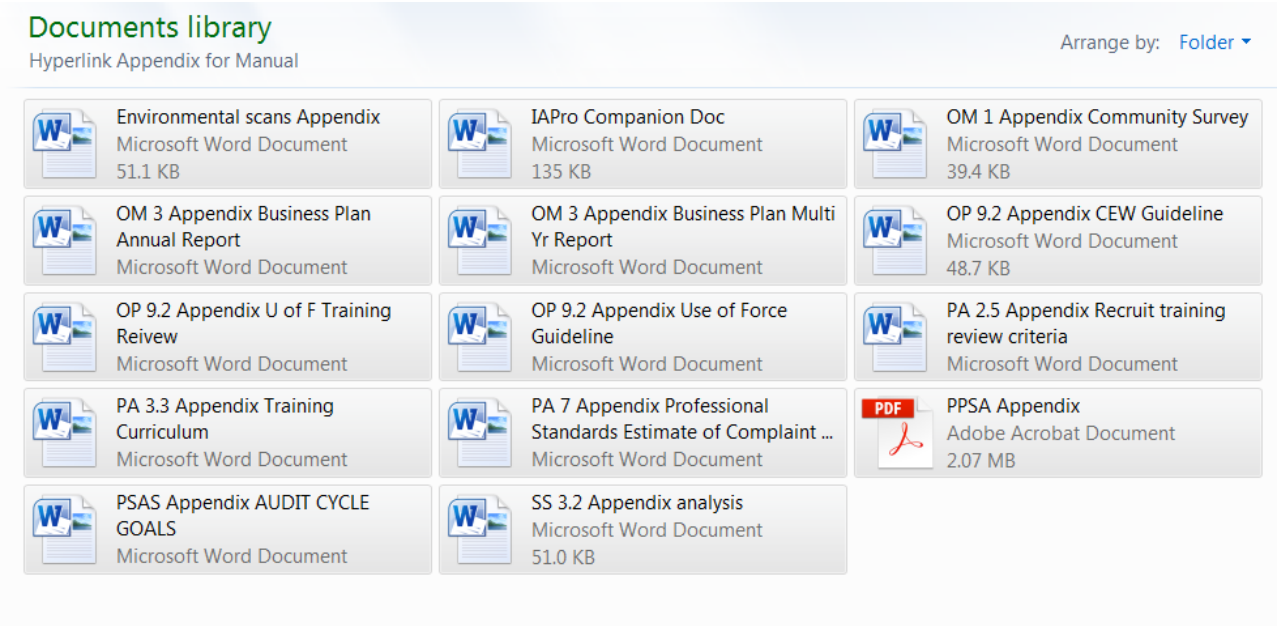
Guidelines are needed to ensure a balance between the public's right to be informed and the police service's need to manage information in police investigations.

SS 11.1 – Police service policy shall govern:

a. What information is released?
b. When the information is released.
c. Who can release the information?
d. Media access to police-controlled scenes.

Compliance: Policy.

APPENDICES



This documents library is a display of all Appendices folder that accompanies for the Policing Standards Manual. They can be accessed by hyperlink in the Standard. Or they can be accessed individually as well, a separate Appendix folder was provided by PSAS.

GLOSSARY

For the purpose of this manual, the following definitions apply.

Arrest Processing Area

An area in a holding facility, commonly known as a book-in room/area, where arrested people are processed prior to being placed in a holding cell. This includes hallways leading to the book-in area and holding cells, but does not include any breath testing room/are or interview room which is designed for an investigative purpose or activity.

Authorized Recipient

An authorized recipient includes any accredited police service or law enforcement agency that complies with the CISA/CISC mandate.

Auxiliary Members

Volunteer uniformed members of a police service who are appointed as peace officers pursuant to the *Act*. Auxiliary members are peace officers (see definition below) only when they are carrying out their duties as peace officers in the company of or under the supervision of a member.

Breath Testing Room/Area

A room or area used for the collection and analysis of a breath sample. Although permissible to do so, this area is not required to be monitored and recorded by closed circuit video equipment. If a police service elects to capture and record investigative activity in these rooms or areas, then retention and disclosure rules apply.

Cadet

A recruit who is undergoing RCMP induction training.

Case Management System

A mechanism used by a police service for assigning, monitoring, and concluding investigations.

Chief Executive Officer

In a municipal policing agreement, the chief executive officer is the mayor, reeve or other designated head of the municipality.

Criminal Negligence Causing Death or Bodily Injury in the Workplace

Section 217.1 of the Criminal Code empowers law enforcement to lay criminal charges in appropriate cases where a death or serious injury takes place in the context of a workplace.

The test for criminal negligence requires proof beyond a reasonable doubt that the accused showed a wanton or reckless disregard for the lives or safety of other people.

CISA

An acronym for the Criminal Intelligence Services of Alberta.

Civilian Employee

A person who is employed by the police service and is not a member of the police service.

Commission

A police commission established under *Section 25 or 28 of the Act*.

Complex Investigations

Involve a variety of investigation types which typically contain a potential combination of technical issues, multiple victims located in a variety of jurisdictions, multiple offenders, long distance offenders, multiple types of crimes involving multiple specialized investigation areas, multiple crime locations possibly in more than one jurisdiction, investigation techniques that demand specialists for extended periods of investigation. Long to medium term reassignment of personnel inter and extra jurisdictional for: surveillance, wire taps, production orders, undercover operations, and technical examinations either accounting or electronic. A Complex Investigation would involve a combination of some or all of the above issues.

CPC

An acronym for the Canadian Police College in Ottawa, Ontario. A college setting for training of employees of a police service.

CPIC

An acronym for the Canadian Police Information Centre, a computerized police information database.

Criminal Intelligence

The end product of a process, based on the contribution of many, which provides the user with the basis for rational decision making. Criminal intelligence is information that has been collected, evaluated, analyzed and which may be disseminated. Intelligence may be strategic (long range) or tactical (of immediate concern).

Cross Jurisdictional

Active investigations that involve other jurisdictions, but are not investigations where a Joint Forces Operation (JFO) has been structured and a course of action has been agreed upon.

Directed Review

A directed review is a particular review conducted outside the normal 4 year audit cycle. It is aimed at a specific risk stemming from any policing standard, guideline or directive issued, or at the discretion of the Ministry.

Directive

A printed or electronic document developed by a police service, intended to guide, govern or influence police personnel. It is commonly associated with a policy (see definition of Policy) that has been developed for the police service and the directive is used as a notification of the new policy. (Note: these directives are separate from any issued by the JSG).

Early Warning System

An early warning system is a mechanism to flag events involving police service members (e.g. police service vehicle collisions, citizen complaints, pattern of sick leave, continually working in isolation of team members, alcohol/substance abuse) that could be indicative of performance or health related concerns. The early warning system allows a police service to proactively identify and address problems before they escalate.

Endorsed Volunteer

A person who volunteers for a group such as Crime Stoppers, Block Parents, Block Watch and any other that the police service endorses, but does not supervise. If the police service does not directly supervise the group then they are considered to be endorsed. (See Supervised Volunteer)

Explosive Unit

Members who have received specialized training in the investigation of and detection and removal of bombs/explosives.

Guidelines

The JSG may provide direction to police services in the form of guidelines (i.e. Hazardous Pursuit, Conducted Energy Weapon, Domestic Violence). These guidelines are relevant to those mentioned in the Roles and Responsibilities section of this manual.

Forensic Identification Services

The application of science in identifying evidence as it relates to a crime and the collection, processing and preservation of such physical evidence.

Hate/Bias Motivated Crime

Crime motivated by bias, prejudice or hate based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation or any other similar factor.

High Risk Incidents

Any situation that involves, but not limited to, hostage/barricaded persons, entry teams, calls for service where firearms or explosives are involved, coverage of special events, response to civil disturbances, civil defense situations, search and rescue missions and protection of visiting dignitaries or any other incident that is deemed necessary to have a High Risk Incident Response Unit respond to.

High Risk Incident Response Units

A unit in a police service that would include, but not limited to: Tactical Team, Hostage/Barricaded Persons Negotiators Unit, Special Purpose Vehicles, Explosive Units and Public Order Units.

Holding Cell

A permanent or temporary cell with a locking device used for the purpose of housing people in custody. Holding cells do not include interview rooms in which individuals might be placed for the purpose of questioning or consultation during the investigative process.

Holding Facility

A secure place in a police service that houses people who are in police custody and that are either being held for investigative purposes, awaiting court appearance or awaiting transfer to a correctional centre or remand centre. The length of time that a person remains in a holding facility would be less than 14 days.

Hostage/Barricaded Persons Negotiators Unit

Members who receive specialized training in dealing with situations where a person has a hostage or is barricaded and is refusing to comply with the demands of the police and has made threats of violence or death with or without weapons.

Interview Room

A room designed to conduct a session of formal questioning by the police. Although permissible to do so, these rooms are not required to be continuously monitored and recorded by closed circuit video equipment. If a police service elects to capture and record investigative activity in these rooms, then retention and disclosure rules apply.

Intimate Relationship

A relationship between opposite or same sex partners that can vary in duration, legality, formality, and include:

current and former dating relationships,
current and former common-law relationships,
current and former marriage relationships, or
people who are the parents of one or more children regardless of their marital status or whether or not they have lived together at any time.

Major Case Management Model

A systematic approach to the investigation and management of major cases that are serious and complex in nature (e.g. homicides, serial predator offences, institutional abuse, non-family abductions, missing persons where foul play is indicated, and aggravated sexual assault). Major Case Management Model includes case management procedures, electronic case management processes, and case management training as endorsed by the Canadian Police College (CPC).

Member

Is a sworn police officer in the Province of Alberta

Peace Officer

A person appointed pursuant to applicable provincial or federal legislation who has specific and usually limited law enforcement authority and jurisdiction.

Personnel

For the purposes of these standards, personnel of a police service include all sworn members and support staff, but not any janitorial or building maintenance personnel.

Police Service

A police service is any of the following:

A regional police service.
A municipal police service.
The provincial police service.
A police service established under an agreement made pursuant to Section 5 of the Act.

Policy

A printed or electronic document developed by a police service to provide direction to police personnel and ensure compliance with a standard.

Provincial Police Services Agreement (PPSA)

An agreement that describes how provincial police services may provide assistance to neighbouring police services. The procedures for requesting help, and cost coverage are detailed in the agreement.

Procedure(s)

Procedures are a means of doing or accomplishing something that affects police service policy. A procedure in use by a police service may be used as a form of proof to comply with a standard. Also see definition of policy.

Public Order Unit

Members who have received specialized training in public order control to deal with incidents such as, but not limited to: coverage of special events, response to civil disturbances, civil defense situations, search and rescue missions and protection of visiting dignitaries.

Social Development

Efforts to change the likelihood of people becoming offenders or victims by addressing conditions (root causes) in a person's life - or in a community - that may lead to criminal behaviour. Child abuse, low self-esteem, inadequate education and housing, unemployment, health problems, and neglect are examples of these conditions.

Special Purpose Vehicles

A police service owned vehicle that is specifically equipped to be used in any situations where a High Risk Incident Response Unit may be called to.

Specialized Services

Services provided by a police service that requires specific skills and training in addition to regular induction and ongoing professional development. These services include, but are not restricted to, tactical/emergency response or public order response teams, privacy act interceptors, surveillance specialists, technologically-based crime investigators, police service dog handlers, and forensic identification specialists.

Standard

A specified requirement of the Ministry, to audit Alberta police services in their delivery of police services, operations, and accountability.

Supervised Volunteer

Supervised volunteer means an auxiliary member, volunteer (non-compensated) peace officer, cadet, a person with “Citizens On Patrol” and any other volunteer or uniformed volunteer that is directly supervised by the police service on a continual basis. Supervision of a person or a group would include control of any police owned equipment that the group uses (such as “Citizens on Patrol” using police radios, reflective vests).

Sustained Complaint

A complaint or that part of a complaint, which, upon investigation, is proven.

Tactical Team

Members who receive special training and have specialized equipment to respond to high risk incidents, including, but not limited to: hostage/barricaded persons, entry teams, firearms complaints and any other incident that they are called upon on to assist with.

Target Hardening

Measures that reduce the opportunity for crimes to be committed. Also known as “situational crime prevention” or “opportunity crime prevention,” this method of crime prevention focuses on altering physical environments and making the targets of crime less vulnerable or more difficult to penetrate. Examples include neighbourhood watch programs, home and office security devices, and increased policing or police visibility.

Third Party Rule

The Third Party Rule prohibits the disclosure of information without the consent of the original contributing agency.

Violent Crime Linkage Analysis System (ViCLAS)

A computer-assisted linkage system operated by the RCMP that is designed to assist all police agencies in tracking, coordinating, and linking serial-type cases involving homicides, sexual assaults, non-parental abductions, missing persons, and found human remains where foul play is suspected.

Volunteer

Is a civilian who volunteers for a police service.