

PROPOSED PROFILE

POLICE SERVICE BOARD MEMBER COMPETENCIES

Competency Group: Knowledge			
C1	Knowledge of Public Safety, Police Service and Police Executive Team	Understands the public safety sector in which the police service operates, including the needs, values and expectations of the community. Understands the strategic plan and the respective roles of the executive team in implementing the plan.	Responsibilities: R1, 4, 5, 6,7
C2	Knowledge of Board & Role	Understands own responsibilities, accountabilities and liabilities as a director and board member. Is knowledgeable of best practice principles associated with board structure and board processes as set out by the SOLGEN, the AG and ongoing research.	Responsibilities: R1, 2, 3, 4, 5, 6, 7, 8
Competency Group: Analytical & Technical Skills			
C3	Financial Acumen	Can read and interpret financial statements and reports.	Responsibilities: R2,5
C4	Group Decision Making Orientation	Can identify and diminish group think tendencies and recognize decision-making and unconscious biases in board discussions.	Responsibilities: R1, 8
C5	Process Orientation	Makes decisions and seeks outcomes by consistent application of a logical sequence of steps.	Responsibilities: R1, 3, 8
Competency Group: Thinking			
C6	Conceptual Thinking Skills	Makes connections between apparently separate issues, seeing patterns, trends, or relationships and developing mental frameworks to explain and interpret information.	Responsibilities: R1, 3, 6, 7, 8
C7	Independent Thinking Skills	Maintains own convictions despite undue influence, opposition or threat.	Responsibilities: R1, 3, 7, 8
C8	Open-Minded/ Information Seeking Skills	Values diverse opinions and builds views and opinions with knowledge gained from others.	Responsibilities: R1, 3, 6, 7, 8
Competency Group: Personal Style			
C9	Ambiguity Tolerance	Based on limited information, retains a positive outlook when the group is unable to resolve an issue or reach a conclusion and is willing to make a risk-adjusted decision when the outcomes are uncertain. Seeks decisions that optimize the relationship between risk and reward.	Responsibilities: R1, 3, 4, 5, 6
C10	Effective Judgment	Applies common sense, measured reasoning, knowledge and experience to come to a conclusion and/or decision.	Responsibilities: R1, 4, 5, 6, 7, 8
C11	Integrity	Demonstrates integrity and ethical decision-making characteristics. Trustworthy and conscientious and can be relied upon to act and speak with consistency and honesty.	Responsibilities: R1, 8

PROPOSED PROFILE

C12	Self-awareness	Accurately assesses strengths and weaknesses of self and of others and can manage them successfully.	Responsibilities: R1, 8
C13	Bias to Learn	Invests time learning about new approaches to governance, innovation and disruption in the organization and society.	Responsibilities: R1, 3
Competency Group: Teamship			
C14	Orientation to Resolve Conflict	Ensures conflict is resolved with justice and fairness in order to maintain and/or restore healthy relationships.	Responsibilities: R3, 8
C15	Effective Communication & Listening Skills	Gives and receives information with clarity, attentiveness, understanding and perception.	Responsibilities: R3, 8
C16	Influence & Impact Skills	Ability to influence board members and stakeholders (management, council, police association, community groups) in negotiating and impacting at the organizational and board/council levels.	Responsibilities: R1, 8

Board Member Responsibilities

R1	Understanding and evaluating strategic plans and reports presented by management.	In order to effectively understand, monitor and evaluate organizational and police executive performance (s37), a board must have some level of knowledge of a service/detachment capability and its public safety environment. A board member must also understand that their responsibility is to prepare and adopt oversee the development of the service strategic plan (s39) or detachment objectives and priorities (s68), and receive and evaluate management reports on plan/objective implementation. A board member must also be able to reach their own independent conclusions based on information provided by management to the board. This will require an ability to think objectively and with an open-mind in order to see possible trends and patterns or relationships presented by the data which may not be readily apparent in any documentation. Finally, a board member must be able to communicate their feedback to management and other board members in a clear and logical manner.
R2	Budgeting and Monitoring financial performance.	Establishing financial policies (s38), reviewing management financial estimates (budgets) and proposing to council (s50), and effective monitoring of financial performance requires municipal board members to have some degree of financial acumen including the ability to read and interpret financial statements and reports.
R3	Recognizing and validating	To be effective in recognizing and validating the decision-making assumptions of others it is important to have the analytical skills

PROPOSED PROFILE

	management's and fellow directors' underlying decision assumptions.	needed to recognize groupthink dynamics and breakdowns in decision making logic. Individuals with this skill have a strong level of self-awareness and the ability to examine a situation with a completely objective and open-mind in order to reach independent conclusions.
R4	Selecting, hiring and evaluating top management.	An effective selection and hiring process requires board members to be knowledgeable of the specific needs of the community, police service/detachment and its executive team and make a decision, often based on limited data, by exercising their best judgment. To establish an effective evaluation process, board members must have the ability to draw conclusions by impartial evaluation of other perspectives and views without prejudice or bias.
R5	Establishing compensation for top management, & approving collective agreements	Setting and negotiating compensation and working conditions requires municipal board members to exercise effective judgment aided by their police-sector labour relations knowledge regarding comparable compensation measures and other contract and collective agreement features.
R6	Developing policies for efficient management	An effective policy framework to orient and guide police service/detachment administrative activities, requires municipal board members to be knowledgeable of the current and future needs of the service often based on limited data using their best judgment.
R7	Developing policies for adequate & effective policing	An effective policy framework to facilitate adequate and effective policing requires board members to be knowledgeable of the specific needs of the community and the various community safety partners, often based on limited data using their best judgment. To prioritize or limit policing in the community effectively requires establishing a logical process for first identifying all relevant risks based on an understanding of the community needs, values and expectations, and then determining an acceptable risk tolerance – the relationship between community risk and possible community benefit which should be used to guide a board member's decision-making process.
R8	Supporting an effective and efficient board meeting process.	An effective board meeting process is one which promotes effective and efficient decision-making based on clear, consistent and honest communication, effective judgment and reasoned debate. This process strives for consensus but also supports initiative and accepts opposition. When conflict does arise, it is dealt with justice and fairness in order to restore healthy relationships.

References: *Community Safety & Policing Act 2019* & Institute of Corporate Directors (ICD) - *Key Competencies for Director Effectiveness*