

The Cornwall Police Services Board



Deputy Chief of Police

Recruitment Package

TABLE OF CONTENTS

Description	Page No.
Letter from the Chief of Acting Chief of Police	3
Job Posting	4
Job Description	6
Task List	8



Message from the Acting Chief of Police

Dear Candidate,

Thank you for your interest in the position of Deputy Chief of the Cornwall Police Service. The Cornwall Police Service is proud to serve the City of Cornwall. As the Service and community continue to grow and diversify, the Cornwall Police Service will require strong leadership willing to find creative ways to deliver its core services and the ability to champion and lead change.

We recognize that policing is changing and we continue to adapt to meet these changes, but also aspire to be a leader in community safety. We continue to look for ways to utilize technology to make us more efficient and effective, and have undertaken a number of organizational changes to ensure the long-term sustainability of our programs and services.

My priority is to advance a number of community safety and well-being initiatives and I will look for your leadership in supporting the community mobilization and engagement model of community policing here in Cornwall.

Collaborative, risk-driven strategies are the foundation of community building, and effective collaboration includes shared problem solving and a shared understanding of the roles that everyone plays in ensuring community safety and well-being. But without strong, creative leadership, that team will not realize its full potential.

The future of the Cornwall Police Service will require a leadership team who can build on the Service's past achievements in community safety, while encouraging high standards of performance and continuous improvement to meet the demands of the future. This includes striking the optimal balance between the stewardship of the Service's most sacred resources – its people; sustaining constructive partnerships with the community; and providing operational leadership and guidance to the Service's mission, vision, and values.

As Deputy Chief, you will be part of a leadership team that is inclusive, collaborative and respectful. You will require the qualities and attributes expected of any senior police leader – integrity; courage; and dedication. I hope that you will share my vision of a sustainable, accountable Service that meets the future policing needs of our community.

Thank you for your interest in the Cornwall Police Service.

Shawna Spowart

A handwritten signature in cursive script that reads 'Shawna Spowart'.

Acting Chief of Police
Cornwall Police Service



*The Cornwall Police Board
is currently inviting internal applications for the position of*

DEPUTY CHIEF OF POLICE

The City of Cornwall has a diverse cultural and economic makeup. The Cornwall Police Service Board is seeking an accomplished individual to share the responsibility for providing leadership and direction to the dedicated members of the Cornwall Police Service (CPS).

The Deputy Chief will maintain a visible and respected profile for the Service. The Deputy Chief will assist the Chief of Police in effectively managing and establishing the operational, administrative resources and priorities to meet the essential policing needs of the community.

The position will assume responsibility for assisting the Chief of Police with providing overall leadership to the Cornwall Police Service (CPS). The Deputy Chief must support the Service's vision of a Safer Cornwall, and provide coherence and a sense of purpose to front line staff that face the daily challenges of providing service to a diverse and vibrant community. The Deputy Chief will be responsible to implement the objectives, priorities, policies and procedures established by the Chief of Police and the Police Services Board through the business planning process.

THE IDEAL CANDIDATE

As the ideal candidate for this role, you will:

- Be a sworn member with minimum of 20 years of progressively responsible law enforcement;
- Have senior management or command rank experience;
- Have a strong understanding of organizational strategic management;
- Have working experience and a solid understanding of police operations;
- Have experience in dealing with the media;
- Have experience in community relationship building;
- Have strong understanding and demonstrated experience promoting principles of Equity, Diversity and Inclusivity;
- A degree in police science, criminal justice, public administration or related field, is preferred, or a demonstrated combination of experience, education and training may substitute for formal education;
- Bilingualism will be considered as an asset;

For a complete list of essential competencies, duties and responsibilities please see the attached Job Description and Deputy Chief Task List.

Interested applicants can forward their résumé and a cover letter in confidence by email to:

The Cornwall Police Services Board
Attention: Board Secretary
Email address: boardcps@cornwallpolice.com

Deadline for submission is October 31, 2021.

We thank all applicants; however only those selected for an interview will be contacted.

The Cornwall Police Service strives to promote and demonstrate the values of Equity, Diversity and Inclusion. We are committed to reflecting the diversity of the community we serve and encourage qualified candidates of all backgrounds and abilities to apply.

The Cornwall Police Service is committed to equitable treatment of all individuals in accordance with the Ontario Human Rights Code.

Accommodation will be provided in accordance to the Ontario Human Rights Code and the position requirements.

Cornwall Police Service

Job Description – Deputy Chief of Police

The Deputy Chief of Police reports to the Police Services Board through the Chief of Police. The position will assume responsibility for assisting the Chief of Police by providing overall leadership to the Cornwall Police Service (CPS). The Deputy Chief must provide a vision, coherence and sense of purpose to front line staff that face the daily challenges of providing service to a diverse and vibrant community. The Deputy Chief will be responsible to implement the objectives, priorities, policies and procedures established by the Chief of Police and the Police Services Board through the business planning process.

The Deputy Chief must have a strong sense of identity with the community. The Deputy Chief will maintain a visible and respected profile for the Service. The Deputy Chief will assist the Chief of Police in the effective management of operational and administrative resources and establishing priorities to meet the essential policing needs of the community.

ESSENTIAL DUTIES and RESPONSIBILITIES:

- Participate in the development of the business plan;
- Oversee the development, implementation and monitoring of operational plans to support the business plan;
- Oversee operations in the area of responsibility;
- Oversee management of financial resources in the area of responsibility;
- Oversee human resource management in the area of responsibility;
- Oversee evidence based crime prevention and problem-oriented policing strategies, programs, and tactics;
- Oversee change management implementation;
- Contribute to develop community engagement and relationship building;
- Contribute to management of media relations;
- Instill ethical conduct in others;
- Develop relationships with leaders, organizations, and oversight and governing bodies;

QUALIFICATIONS/KNOWLEDGE:

- Advanced knowledge of law enforcement, legislation and policy regarding public safety;
- Advanced knowledge of national and international policing issues, philosophies, practices and trends;
- Advanced knowledge of current law enforcement management theory and administrative standards;
- Advanced knowledge of budgeting and financial practices applicable to law enforcement;
- Advanced knowledge of governance structures;
- Experience in community relationship building;

COMPETENCIES:

Change Management

Facilitates the transition to new organizational processes in response to internal and external needs

Decision Making

Makes decisions involving varied levels of risk and ambiguity

Ethical Accountability

Takes responsibility for actions and makes decisions that are consistent with high ethical policing standards

Equity, Diversity & Inclusivity

Prioritizes and promotes the principles of equity, diversity and inclusivity.

Financial Management

Applies financial management principles and tools to effectively manage organizational resources (operating, capital, and people)

Fostering Relationships

Seeks and builds alliances with internal and external stakeholders to meet their needs and further the organization's objectives. Uses an understanding of stakeholder needs, desires and critical success factors to influence priorities, initiatives and objectives and teaches others to do the same.

Human Resource Management

Applies, implements, and directs the development of human resource management strategies, processes, policies, and practices.

Public Safety

Promotes evidence based crime prevention strategies and problem-oriented policing philosophy that emphasizes partnerships with community, intelligence gathering, and proactive problem-solving that addresses conditions that can raise issues for public safety.

Public Accountability

Works effectively within parameters of jurisdictional governance structure (local, municipal, regional, provincial, and national) and associated policing frameworks. Adheres to the values of public service. Understands and uses internal and external structures of authority and understanding the roles and responsibilities of external stakeholders in police operations.

Strategic Management

Creates a strategic plan for the police organization, translates strategic objectives into operational goals, and works toward their implementation. Creates opportunities for continuous improvement through an ongoing evaluation of external environment and internal issues that hinder organizational sustainability.

EXPERIENCE:

A minimum of 20 years of progressively responsible law enforcement experience in patrol, investigations, emergency response, specialized functions or other areas of responsibility;
 A minimum of 5 years of progressively responsible management experience;
 Experience in dealing with the media and public relations;
 Experience in community relationship building;
 Have demonstrated experience and an understanding of Human Resources and Finance best practices;

EDUCATION

A degree in police science, criminal justice, public administration or a related field or a demonstrated combination of experience, education and training may substitute for formal education;

PHYSICAL DEMANDS:

The physical demands described herein are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The Deputy Chief may be required to work long hours, travel, and/or respond to emergencies or crucial issues twenty-four hours a day, seven days a week.

WORK ENVIRONMENT:

The work environment characteristics described herein are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate with some distractions. Room lighting is consistent with general office standards. The Deputy Chief may be required to travel out of the Cornwall Police jurisdiction to represent the Police Service.

*The duties and responsibilities outlined above are representative, but not all-inclusive.

Cornwall Police Service

Deputy Chief of Police

Task List

A. LEAD THE DEVELOPMENT OF POLICE SERVICE STRATEGIC PLAN

1. LEAD INTERNAL AND EXTERNAL ENVIRONMENTAL ASSESSMENTS TO DETERMINE STRATEGIC PRIORITIES
 - 1.1 Review findings on macro and micro political, social, and economic environments provided by each area to identify opportunities and threats for the Police Service
 - 1.2 Review prior service performance and benchmarks in areas such as:
 - crime prevention
 - law enforcement
 - victim assistance
 - public order maintenance
 - emergency response
 - criminal investigation
 - 1.3 Exchange information with regional, national, and international Police Services about crime trends and best practices in policing
 - 1.4 Consult with employees at all levels of the Police Service
 - 1.5 Consult with constituents including municipal councils, school boards, community groups, government agencies, businesses, and members of the public reflective of the diversity of the community
2. DEVELOP A BUSINESS PLAN IN CONSULTATION WITH THE EXECUTIVE TEAM
 - 2.1 Participate in the development of vision, mission and values
 - 2.2 Lead the strategic analysis to identify and prioritize major goals the Police Service must accomplish to address the major issues it faces
 - 2.3 Lead the development of strategies to meet each stated goal
3. ASSIST WITH THE PRESENTATION OF THE BUSINESS PLAN TO THE OVERSIGHT AND GOVERNING BODIES AND OTHER EXTERNAL STAKEHOLDERS FOR FEEDBACK AND APPROVAL
 - 3.1 Prepare supporting documentation, such as reports, responses, and research papers, for presentation to the Police Services Board as required

B. OVERSEE THE DEVELOPMENT AND IMPLEMENTATION OF OPERATIONAL PLANS TO SUPPORT THE BUSINESS PLAN

1. DIRECT THE DEVELOPMENT OF OPERATIONAL PLANS IN CONSULTATION WITH THE LEADERSHIP TEAM
 - 1.1 Review and evaluate divisional goals, objectives and priorities submitted by direct reports
 - 1.2 Review and evaluate key initiatives and activities specified in divisional operational plans to ensure alignment with the strategic plan
 - 1.3 Review and evaluate financial, staff, and material resource requirements specified in operational plans
 - 1.4 Approve operational plans
2. EVALUATE THE IMPLEMENTATION OF OPERATIONAL PLANS
 - 2.1 Review progress reports and discuss concerns with direct reports
 - 2.2 Report on the implementation of operational plans

C. OVERSEE OPERATIONS IN THE AREA OF RESPONSIBILITY

1. Direct and monitor all command areas to ensure adherence to strategic priorities
2. Oversee the deployment of resources in extraordinary circumstances
3. Manage risk in the area of responsibility
4. Direct the development of policy and procedures to guide operational work
5. Coordinate activities with other departments, Police Services and outside agencies
6. Lead internal and external committees that address key areas of policing such as new legislation, new research, and advancements in technology
7. Build strategic partnerships at local, provincial, national and international levels
8. Act as the Chief of Police's designate in his/her absence

D. OVERSEE MANAGEMENT OF FINANCIAL RESOURCES IN THE AREA OF RESPONSIBILITY

1. CONTRIBUTE TO THE DEVELOPMENT OF THE BUDGET
 - 1.1 Provide direction for budget planning and forecasting considering the current fiscal and economic context and financial targets
 - 1.2 Conduct comparative analysis of divisional financial data
 - 1.3 Assist with the presentation of the capital and operating budgets to the oversight and governing bodies
2. OVERSEE BUDGET ADMINISTRATION
 - 2.1 Review monthly budget expenditures to ensure they are consistent with allocations and priorities
 - 2.2 Evaluate and approve major expenditure proposals
 - 2.3 Assist in the preparation of the report on budget administration to the oversight and governing bodies

E. OVERSEE HUMAN RESOURCE MANAGEMENT IN THE AREA OF RESPONSIBILITY

1. OVERSEE WORKFORCE PLANNING, INCLUDING RECRUITMENT, SELECTION, DEPLOYMENT AND PROMOTION
 - 1.1 Hire, recommend appointment and terminate Police Service personnel in accordance with collective agreements and relevant legislation
 - 1.2 Make recommendations or final decisions about transfers and promotions
 - 1.3 Ensure that a succession management plan is created and implemented
2. OVERSEE PERFORMANCE MANAGEMENT SYSTEMS AND PRACTICES
 - 2.1 Establish and communicate job performance indicators
 - 2.2 Coach and mentor direct reports
 - 2.3 Complete performance evaluations for direct reports
 - 2.4 Recommend candidates for citations for meritorious service
 - 2.5 Commend all Police Service personnel for public compliments or positive feedback from supervisors
3. OVERSEE TRAINING AND DEVELOPMENT
 - 3.1 Direct the development and implementation of training programs
4. OVERSEE MANAGEMENT OF LABOUR RELATIONS
 - 4.1 Act for the Employer in grievance arbitration hearing, in the absence of the Chief of Police
 - 4.2 Assist with labour negotiations
 - 4.3 Report progress on collective bargaining to the appropriate body
 - 4.4 Foster relationships with associations and unions

5. **CREATE AN ORGANIZATIONAL CULTURE THAT PROMOTES CONTINUOUS LEARNING AND RESPECTS AND VALUES EQUITY, DIVERSITY AND INCLUSIVITY**

5.1 Promote continuous learning

5.1.1 Actively seek out and take advantage of strategic learning opportunities that will meet future organizational needs

5.1.2 Encourage all Police Service personnel to stay abreast of current trends and best practices in policing

5.1.3 Encourage innovative approaches to problem-solving

5.2 Promote and prioritize the principles of equity, diversity and inclusivity

5.2.1 Promote policies and programs that are free of systemic barriers that inhibit visible and non-visible minorities from accessing police services

F. OVERSEE EVIDENCE BASED CRIME PREVENTION AND PROBLEM-ORIENTED POLICING STRATEGIES, PROGRAMS, AND TACTICS

1. Meet with municipal and community representatives to establish the objectives, activities, and evaluation criteria for intelligence-led and problem-oriented policing
2. Develop and implement evidence based crime prevention strategies
3. Engage community representatives in developing joint strategies to address issues of mutual concern
4. Plan and direct initiatives for ongoing community involvement in policing and community information gathering
5. Develop tactics for building community partnerships, proactive problem identification and problem-solving

G. OVERSEE CHANGE IMPLEMENTATION

1. Gather information on trends and developments within and outside the Police Service to identify opportunities for organizational improvement
2. Evaluate benefits and drawbacks of proposed changes
3. Assess organizational readiness for change
4. Identify a strategy for implementing change
5. Plan and direct the implementation of change

H. CONTRIBUTE TO MANAGEMENT OF COMMUNITY AND MEDIA RELATIONS

1. Develop or contribute to the development of a media strategy through gathering intelligence and consulting with stakeholders
2. Communicate the objectives of the media strategy to relevant internal and external stakeholders
3. Maintain effective relationships with local media representatives
4. Provide input into press releases and press statements and be involved in media advisories
5. Collaborate with the media to promote police initiatives related to community safety
6. Assist with management of public relation campaigns to promote a positive image of the Police Service
7. Attend community events and forums, in order to develop positive relationships with the public
8. Address the community during major incidents and events

I. INSTILL ETHICAL CONDUCT IN OTHERS

1. Continually reinforce the importance of core values
2. Provide guidance to direct reports on ethical issues
3. Make decisions that are consistent with the code of ethics
4. Treat others equitably and with respect
5. Support and take responsibility for others
6. Demonstrate high personal ethical standards
7. Hold others ethically accountable

J. DEVELOP RELATIONSHIPS WITH LEADERS, ORGANIZATIONS, OVERSIGHT AND GOVERNING BODIES

1. REPRESENT THE POLICE SERVICE IN RELATIONSHIPS WITH MUNICIPAL, PROVINCIAL, AND FEDERAL ORGANIZATIONS, COMMUNITY GROUPS AND PROFESSIONAL POLICE ASSOCIATIONS

- 1.1 Represent the Police Service on committees and boards as delegated by the Chief of Police
- 1.2 Attend police sector events such as the annual conference of the Ontario Association of Chiefs of Police and the Canadian Association of Chiefs of Police
- 1.3 Build relationships with policing and community leaders
- 1.4 Establish relationships between the Police Service and federal and provincial Police Services, for example RCMP, CISO, CBSA; OPP; AMPS and SQ to promote joint initiatives and intelligence sharing

2. FOSTER RELATIONSHIPS WITH THE OVERSIGHT AND GOVERNING BODIES

- 2.1 Address enquiries posed by the oversight and governing bodies
- 2.2 Attend meetings of the oversight and governing bodies as the Chief of Police's designate in her/his absence
- 2.3 Facilitate information sharing with the oversight and governing bodies
 - 2.3.1 Ensure that reports provided to the oversight and governing bodies are accurate and transparent and provide full disclosure
 - 2.3.2 Delegate responsibility for implementing and communicating to all Police Service personnel the guidelines and governance decisions issued by the oversight and governing bodies