

# Edmonton Police Service – 100 Day Plan

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# Overview of 100 Day Plan

- Chief Boyd – Review of everything the EPS does operationally and administratively
- Gauge current status of EPS and determine where we need to go to enhance services
- April 19 – Report to Edmonton Police Commission and public outlining results
- Working toward implementation

# Professional Standards

- Team was developed – Inspector Rick Gagnon, Ms. Kimberly Armstrong
- Tasked with reviewing selected identified aspects of work within the Section
  - Process issues
  - Substantive issues

# Identified Concerns

- Disposition Letters
  - Legal Requirements
  - LERB challenges regarding Chief's role
  - Appropriate resources to draft them
  - Content
  - Additional layer of review of investigation

# Caseload and Case Management

- Case management
- Classification – who performs role?
- How many files is too many files?
- Standards of investigation
  - Balance between thoroughness and efficiency
  - Example – assault in bar with 50 witnesses

# Roadblocks to Timely Investigations

- Complainant availability
- Counsel for complainant availability
- Increasing use of interviews
  - Transcribers
- Member response to requests for statements
  - Criminal
  - Service/administrative

# Parallel Investigations

- Criminal first to conclusion then service or administrative
- Low rate of conviction for police officers
- If not convicted, proceed to internal discipline?
- Disciplinary Hearing years after events occurred
- Should we conduct parallel investigation?

# Mess Up, Fess Up, Pay Up

- If we have done something wrong, develop process for providing immediate apology
- Involve City Law Branch, Risk Management Unit
- Groundbreaking in Canada
- Start small and work up
- United States – many examples



# Disciplinary Decisions

- Published on EPS Intranet (summaries)
- Published on Personnel Orders
- Additional training to Presenting and Presiding Officers on principles of Progressive discipline
- Recognize that increasingly legalistic hearings make the role of Presiding Officer even more challenging
- Notification to media/public of upcoming hearings

# Early Intervention System

- Finalization of policy
- Training for supervisors
- Addition of analyst
  - Divisional trends
  - Supervisory trends
  - Complaint type trends

# Specialized Investigative Resources

- Recognition of lack of resources within service to manage specialized investigations
- Proposal for development of provincial IACT
- Surveillance, wire, U/C operator capacity
- Focus on gathering targeted intelligence relating to corrupt officers
- Possibility of targeted integrity testing under consideration

# Third Party Complaints

- Recent experience with a rise in third party complaints
- Significant issue for associations
- How to define a “third party”
- Different disposition letter to third party

# Frivolous, Vexatious, Bad Faith

- Need to develop a policy/protocol to address these types of complaints
- Challenges posed by people suffering from mental illness
- Challenges posed by “chronic complainers”