

Review of the Calgary Police Service Complaint Process

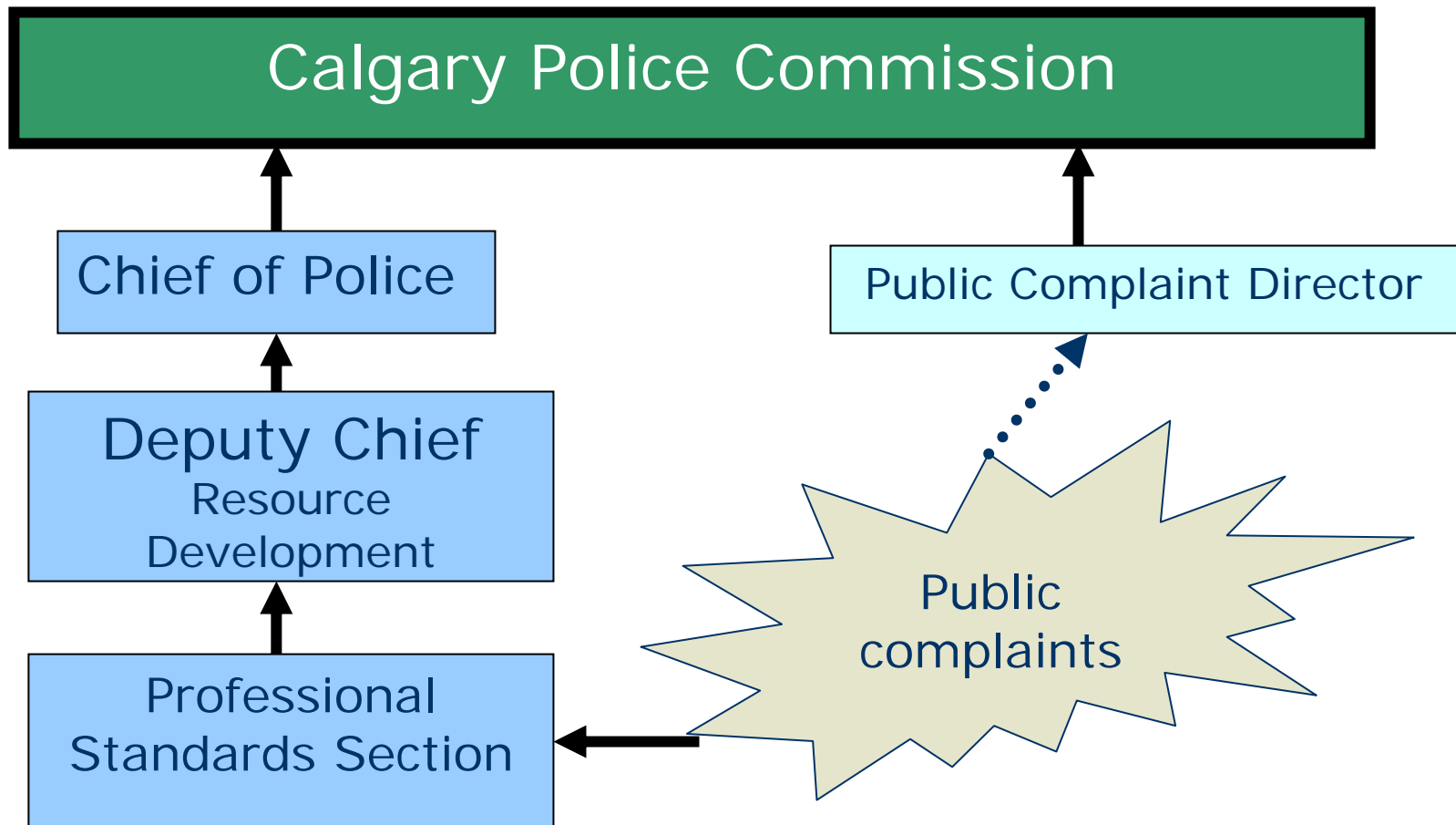


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Calgary Police Commission

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Authority

- ◆ Oversight responsibility– monitoring police performance
- ◆ Other Calgary reviews in 1982, 1990 and 1998-99

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Consultant

- ◆ Deloitte & Touché Forensic & Investigative Services Inc. was retained in July 2005 by the Calgary Police Commission to review the internal and public complaint process of the Calgary Police Service.

Terms of Reference

Purpose and Scope of the Review

- ◆ Efficient, effective and accessible?
- ◆ Define “success”
- ◆ Best practices
- ◆ Recommendations

Methodology

23 interviews with:

- ◆ Current and former CPS members
- ◆ Police Association representatives
- ◆ Police Commission representatives
- ◆ Law Enforcement Review Board representatives

Methodology

Chief of Police

- ◆ Fully supportive of the review
- ◆ Issued an All Personnel Memo encouraging those with views, pro or con, to make a submission

Methodology

Written Submissions

The Review was advertised in

- the city's two main newspapers,
- police commission website, and
- commission public meeting.

Methodology

Benchmarking with:

- ◆ Professional Standards Sections of Vancouver, Edmonton & Ottawa police services.

Methodology

File Reviews

- ◆ 87 complaint investigation files were reviewed by the Deloitte team



Methodology



Outside Scope of the Review:

- Legislative amendments
- Performance of oversight bodies



Findings

“We have determined that the complaints process . . . is a **sound and ethical process** with some areas wherein efficiency and effectiveness can be improved.”



Findings

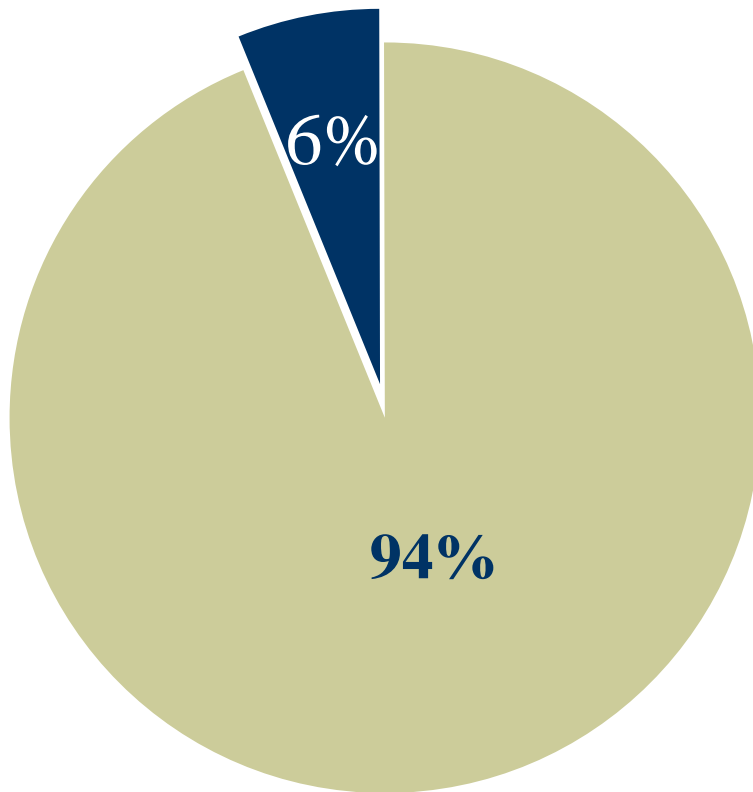
“We did not identify any barriers to accessing the complaint process other than the **unilingual printed material** available to the public.”



Findings

“The supervisor intervention and **alternative dispute resolution** methods of disposition are used effectively.”

Complaint Resolution



The vast **majority of complaints resolved informally.**

Findings

“ ... the **police are the most qualified** based on their knowledge (of police procedures) and their investigative skills to investigate their own.”

Recommendations

Communication Plan

- ◆ Information in other languages
- ◆ Increase information to community about complaint process and level of oversight

Recommendations

ADR

- ◆ Continue to support alternative dispute resolution with training, and utilize mediation where appropriate.
- ◆ Track the success of mediation.

Recommendations

Proactive Responsibility

- ◆ Adjust risk management policy to support earlier resolution of matters that might otherwise result in a civil action.

Recommendations

Efficiency and File Mgmt

- ◆ Multiple layers of file review to be reduced to 2.
- ◆ Documentation of internal investigation files must be complete.

Recommendations

Early Intervention Program

- ◆ As part of risk management, identify members who require support or retraining to prevent infraction or complaint.
- ◆ Acquire functional data management software system to track all early warning indicators from HR and PSS.

Recommendations

Officer Statements

- ◆ Police service and police association to agree on no “canned statements”
- ◆ Police service and police association to agree that requested statements will be provided within 14 days

Recommendations

Discipline

- ◆ Develop a disciplinary matrix
- ◆ Ideally developed jointly between the service and police association

Recommendations

For the Future

- ◆ Track and compare
 - average time to complete investigations,
 - number of officers assisted through EIP,
 - number of civil actions resulting from alleged misconduct.
- ◆ Benchmarking exercise for execution of commission's oversight responsibilities

Best Practices

- ◆ Accessibility
- ◆ Transparency and communication plan
- ◆ Early intervention, training and support
- ◆ Correct systemic problems
- ◆ Admit and address mistakes
- ◆ Qualified investigators
- ◆ Consistency
- ◆ Timely response and results
- ◆ Accountability thru audits and appeals

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Discussion and Questions?

Thank you for your kind attention!

