



Windsor Police Services Board

POLICY

Policy Name: Human Resources Policy		Policy Number: HR - 01
Responsible Manager: Administrative Director, WPSB	Review Schedule: Every 3 years.	Effective Date: May 19, 2022
Repeals: NEW	Reporting: Annual	Next Review Date: May 2025
Reference: Finance		
Related Documents:		

1. POLICY STATEMENT:

- 1.1. Under Section 31(1) (c) of the Police Services Act, the Board shall establish policies for the effective management of the police service.
- 1.2. The Board is committed to the principle that every person has a right to receive police services without discrimination or harassment, as provided by law, including the Ontario Human Rights Code.
- 1.3. Further, the Board is committed to the principle that all members of the Windsor Police Service have a right to work in an environment without discrimination or harassment, as provided by law, including the Human Rights Code.
- 1.4. The Chief of Police shall comply with the requirements set out in this policy in directing the Windsor Police Service.

2. PURPOSE:

- 2.1. This policy establishes key objectives with respect to human resource governance to ensure that the Windsor Police Service provides a work environment that maximizes employee engagement, in which all members are treated fairly with dignity and respect, and are free from discrimination, workplace harassment, workplace violence, and workplace sexual harassment.
- 2.2. This policy provides direction to the Chief of Police in establishing procedures with respect to human resource planning.

3. STATUTORY AUTHORITY:

- 3.1. Police Services Act 31: A board is responsible for the provision of adequate and effective police services in the municipality and shall appoint the members of the municipal police force.

4. HUMAN RESOURCES – HUMAN RIGHTS AND ACCOMMODATIONS:

- 4.1. It is the policy of the Board that:

4.1.1. The Chief of Police will develop procedures to implement the principle of equal treatment in police services and in the workplace, without discrimination or harassment, consistent with the Ontario Human Rights Code. These procedures will cover, but are not limited to, the following areas:

- Accommodation
- Training and Education
- Professional Conduct
- Complaints Process
- Review of Procedures and Practices

5. HUMAN RESOURCES – GENERAL POLICIES:

5.1. Further, the Chief of Police shall establish additional procedures related but are not limited to the following areas of focus:

- 5.1.1. Workplace Violence, Harassment and Sexual Harassment;
- 5.1.2. Physiological Wellness;
- 5.1.3. Professional and Skills Development;
- 5.1.4. Evaluation and Promotion;
- 5.1.5. Health.

6. WPS BOARD POLICIES AND DIRECTIVES:

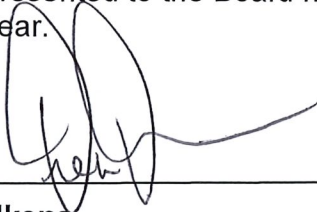
6.1. With respect to human resource governance, the Board shall establish the following internal processes:

- 6.1.1. Annually elect a Human Resources Committee in accordance with the Board procedural by-law;
- 6.1.2. Annually review and recommend compensation for the Chief of Police and Deputy Chiefs;
- 6.1.3. Annually review the performance of the Board's Administrative Director;
- 6.1.4. Annually review the performance evaluation process for the Chief of Police and Board Administrative Director, and recommend changes if necessary;
- 6.1.5. Review and approve all strength increases and strength decreases of the Windsor Police Service.
- 6.1.6. Acknowledge all retirements of the Windsor Police Service during public session Board meetings.
- 6.1.7. Communicate on a regular basis with representatives of other large Police Service Boards in the Province to stay abreast of trends and strategies in collective bargaining.
- 6.1.8. Create internal directives as needed related to the oversight and governance of the Windsor Police Service in the area of Human Resources.

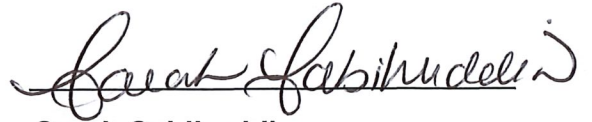
7. REPORTING REQUIREMENTS:

7.1. The Chief of Police shall ensure that human resource reporting is timely and accurate. In addition, the Chief of Police shall ensure compliance with all human resource related legislation and reporting requirements. An annual human resources report shall be

presented to the Board no later than the second meeting of the Board in the calendar year.



Drew Dilkens
Board Chair



Sarah Sabihuddin
Administrative Director

May 16, 2022
Date

May 19/22.
Date



Windsor Police Services Board

DIRECTIVE

Directive Name: Process of Selecting Chiefs and Deputy Chiefs		Directive Number: HR - 02
Responsible Manager: Administrative Director, WPSB	Review Schedule: 3 Years	Effective Date: July 22, 2021
Repeals: None	Date Last Reviewed: None	Next Review Date: July 2024
Reference: OCPC Report rec. 20-22		
Related Documents:		

1. POLICY STATEMENT:

- 1.1. The Board is committed to recruiting and selecting individuals for the Chief of Police and Deputy Chief of Police positions who are the most qualified based on an assessment of their demonstrated skill, competence, experience, training, education and ability to meet the job requirements. Other important criteria in the selection process includes: candidates who will share the philosophy, vision, mission and mandate of the organization. Candidates for these positions may be from current Windsor Police Service members or from outside Service.
- 1.2. The Board provides equitable treatment and accommodation to ensure barrier-free employment in accordance with the *Ontario Human Rights Code* and the *Accessibility for Ontarians with Disabilities Act*. Any candidate may request accommodation related to the protected grounds at any stage of the hiring process (i.e. application, assessment, and placement).

2. PURPOSE:

- 2.1. The mandate of the Board is to set policy and to maintain an adequate and effective police service, working with the community, city council and the police service. This includes the effective recruitment of individuals for the positions of Chief of Police and Deputy Chief of Police.

3. PROCEDURE:

- 3.1. The Board will establish the requirements for the positions of Chief of Police and Deputy Chief of Police by which the job posting shall be created and candidates will be assessed. These will include:
 - 3.1.1. A list of essential qualifications and experience necessary for consideration for the role of Chief of Police or Deputy Chief of Police;
 - 3.1.2. A list of competencies that shall be used to screen candidates, develop interview questions and assess candidates.
- 3.2. Recruitment for the position(s) of Chief of Police or Deputy Chief of Police will be posted internally within the Windsor Police Service and externally on various online job boards and appropriate publications.
- 3.3. All candidates, whether internal or external will be treated in the same manner and proceed through the same objective process.

- 3.4. The Board will determine the composition of the Selection Committee. The Board may also engage an external recruitment service to support any step in the recruitment and selection process.
- 3.5. The role of the Selection Committee will be to develop the job posting based on the skills, experience and competencies established by the Board. They will also screen candidates, develop interview questions, interview and assess candidates, and conduct reference checking of identified candidates.
- 3.6. All individuals of the Selection Committee will be instructed on the importance of recognizing biases, the purpose and components of the objective recruitment process, and the structured screening and interview process.
- 3.7. The Board may engage a third-party to consult the public with respect to the qualities and characteristics of a new Chief of Police or Deputy Chief of Police to assist in the development of the job posting and subsequent interview questions.

Application Screening

- 3.8. Applicants will be screened based on the selection criteria outlined in the job posting. Those that meet the criteria will be invited to continue in the recruitment process including in-person interviews.
- 3.9. Individuals selected for interviews will be required to submit a completed Attestation Form which will ensure a full review of the candidates work history and identify any areas for further review.

Interviews

- 3.10. Structured interviews will be conducted by the Selection Committee using predetermined interview questions for all candidates. This goal of this objective assessment is to confirm experience and education, other complementary skills, and overall values fit for Windsor Police Service based on the competencies and qualifications listed in the job posting.
- 3.11. Interview questions will be a mixture of behavioural and situational to help determine the candidate's suitability for a leadership role within the Service. The same interview questions will be used for each candidate interviewing for the same role.
- 3.12. The candidates Attestation Form will be reviewed with them as part of the interview process. Any areas of concerns will be identified and may generate additional questions. These questions will be compliant with the Human Rights Code, and other relevant legislation.
- 3.13. If required, a second interview may be scheduled with short-listed candidates. This interview may be informed with behavioral assessments previously conducted with short-listed candidates.

References Checks

- 3.14. Confidential reference checking will be conducted and may include a candidate's current commanding officer, former commanding officer, colleagues or subordinates. The identification of references will be done in a manner that does not adversely impact the candidate's current employment. A candidate may also be requested to provide recent performance evaluations, commendations, or records of discipline as part of the overall assessment of their suitability for the position.

Selection

- 3.15. Upon completion of the recruitment process, the Selection Committee will make a

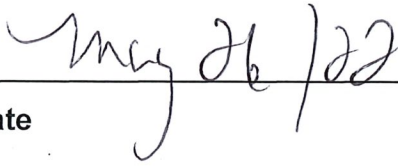
recommendation to the Board. The ultimate decision rests with the Board. An offer of employment will be drafted by the City of Windsor Legal Human Resources Department and presented to the candidates.



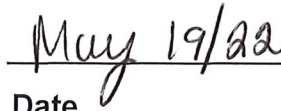
Drew Dilkens
Board Chair



Sarah Sabihuddin
Administrative Director



Date



Date



Windsor Police Services Board

DIRECTIVE

Directive Name: Chief of Police Performance Review		Directive Number: HR - 03
Responsible Manager: Administrative Director, WPSB	Review Schedule: Every 3 years.	Effective Date: May 19, 2022
Repeals: NEW	Reporting: Annual	Next Review Date: May 2025
Reference: Finance		
Related Documents:		

1. POLICY STATEMENT:

1.1. This policy sets out general rules regarding the relationship between the Board and the Chief of Police, and the general method that the Board will follow when undertaking the annual review of the Chief of Police.

2. PURPOSE:

- 2.1. The Board is obligated to monitor the performance of the Chief of Police on an annual basis.
- 2.2. To assist in the monitoring of the Chief's performance, Appendix A outlines the process involved and the necessary steps required to complete a comprehensive review. Ideally, this review will help ensure open communication is maintained and the well-being of the organization is fostered through mutual trust and planning.

3. STATUTORY AUTHORITY:

- 3.1. Police Service Act Section 31(1): A board is responsible for the provision of adequate and effective police services in the municipality and shall:
- c) Establish policies for the effective management of the police force;
 - e) Direct the Chief of Police and monitor their performance;
- 3.2. The Board may give orders and directions to the Chief of Police, but not to other members of the Windsor Police Service, and no individual member of the Board shall give orders or directions to any member of the police force.
- 3.3. The Board shall not direct the Chief of Police with respect to specific operational decisions or with respect to the day-to-day operation of the Windsor Police Service.

4. GENERAL PRINCIPLES:

- 4.1. The Board recognizes that reviewing the performance of its Chief of Police is an important governance responsibility and integral to the Board's business planning process and good governance of the Windsor Police Service.
- 4.2. The Board is committed to establishing and participating in a performance evaluation

process for its Chief of Police that promotes individual excellence and increases mutual understanding between the Board and the Chief of Police.

4.3. Furthermore, the Board expects the Chief of Police to achieve significant results each year, and in so doing, to improve the quality of policing to the citizens served by the Windsor Police Service.

5. PROCESS FOR MONITORING PERFORMANCE:

The following is the framework that outlines the process for the Chief of Police's Performance Management Program:

5.1. Setting Annual Objectives (December)

5.1.1. Annually in December, the Chief of Police sets their Objectives for the upcoming year. Objectives are required to align with the Windsor Police Services' business plan, principles, and goals.

5.1.2. Each objective includes a concise description, milestone deliverables throughout the year, a measure of success for each milestone, and a timeframe for each milestone to be completed.

5.1.3. Objectives are inputted directly into the performance tool.

5.2. Approval of Objectives (January)

5.2.1. Board reviews, discusses, and finalizes the Chief of Polices annual objectives.

5.2.2. Board Chair and the Chief of Police sign-off on the objectives.

5.3. Self-Assessment (February)

5.3.1. Chief of Police completes their self-assessment on the previous year's objectives.

5.3.2. An assessment is completed for each objective and is completed utilizing the performance tool.

5.3.3. For each objective/assessment the Chief includes, the following information:

- A proposed total rating.
- Rationale for the rating.
- Additional evidentiary documents, reports or analysis to support his/her self-assessment.

5.3.4. In preparation for the Chief's annual performance review, the Board refreshes itself on the tools and processes involved to assist in executing the evaluation:

- Competency dictionary;
- Competency indicators;
- Annual performance evaluation guidelines;
- Setting & evaluating S.M.A.R.T. objectives guidelines;
- Performance management program process PowerPoint.

5.4. Annual Performance Review (February)

5.4.1. The Board reviews the Chief of Police's self-assessment and supporting evidentiary material for each individual objective.

5.4.2. The Board either accepts the Chief of Police's self-assessed rating, or applies a different rating with rationale.

5.4.3. The final rating for each objective that is input into the tool under the Chief of

Police or Board Year-End Assessment, feeds directly into the rating & sign-off sheet within the tool.

5.4.4. The rating & sign-off calculates the final total rating.

5.5. Individual Development Plan (March)

5.5.1 Following the Chief's Performance Review, the next optional step can be to develop an Individual Development Plan (IDP) if requested by the Board.

5.5.2. The IDP is structured to highlight areas of strength and improvement for the Chief of Police relative to the competencies.

5.5.3. The Chief of Police sets competency development objectives.

5.5.4. The tool provides a mid-term and full-term review.

5.5.5. Depending when (and if) the IDP is completed and after the Chief of Police has had their performance evaluation with the Board, the mid- and full-term review points could vary throughout the year.

5.5.6. The IDP is not meant to be an annual tool, but a progressive tool for both parties to continually review and assess the Chief of Police's progression.

5.6. Mid-Year Performance Review (June – July)

5.6.1. The mid-year review is intended to highlight any areas in which the Chief of Police is not meeting, or experiencing challenges meeting his/her objectives.

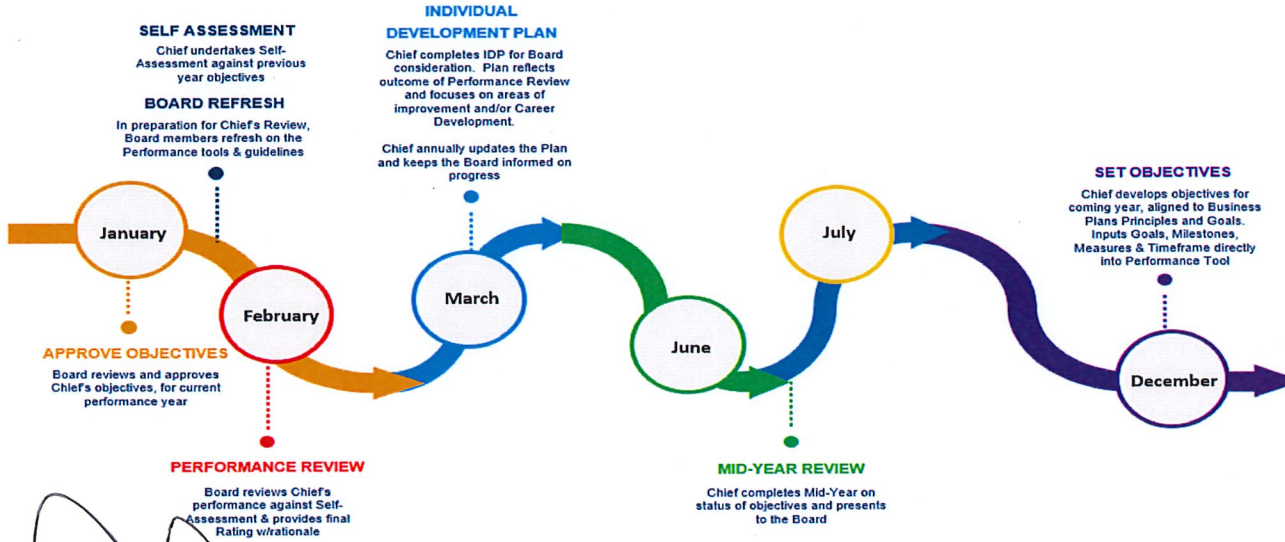
5.6.2. The form requests that the Chief of Police lists:

- The challenges and barriers they faced;
- Mitigation efforts to remove the risk of completion;
- Expected time to be back on track;
- Any resource requirements needed to support the successful completion of the objective.

5.6.3. The Chief of Police initiates the review and sets up a time to discuss with the Board following which both parties sign-off on the review.

Appendix A:

Annual Process Map



Drew Dilkens
Board Chair

Sarah Sabihuddin
Administrative Director

May 26/22
Date

May 19/22
Date



Windsor Police Services Board

DIRECTIVE

Directive Name: Disconnecting From Work		Directive Number: HR - 04
Responsible Manager: Administrative Director, WPSB	Review Schedule: 3 Years	Effective Date: May 19, 2022
Repeals: None	Date Last Reviewed:	Next Review Date: May 2025
Reference: Police Services Act, R.S.O. 1990, c.P.15, as amended, s. 31(1)(c). Employment Standards Act, 2000, S.O. 2000, c. 41, Part VII.0.1		
Related Documents: WPS Disconnecting from Work Directive (May 2022)		

1. POLICY STATEMENT:

1.1. The Board values the health and well-being of its employees. Disconnecting from work as appropriate is vital to a person's well-being and helps employees achieve healthy and sustainable work-life integration. Disconnecting also enables employees to work more productively during their assigned working hours and reduces the likelihood of employee exhaustion.

1.2. Further, this policy is required in order to be compliant with an amendment to the Employment Standards Act, 2000 (the "ESA"), specifically Bill 27, the Working for Workers Act, 2021 (the "Act"). This Act introduced a new requirement for employers in Ontario to have a written policy on disconnecting from work for all employees covered by the ESA.

2. PURPOSE:

2.1. This policy supports civilian members of the Windsor Police and Board Staff (collectively, "Member" or "Members") in disconnecting from work outside of their normal working hours where appropriate. In recognition of the distinct statutory and common law duties of police officers employed by the Board, this policy applies only to civilian members to whom Part VII.0.1 of the Employment Standards Act, 2000 (the "ESA") applies.

3. POLICY:

It is, therefore, the policy of the Board that the Chief of Police, in regards to service members, and the Board Chair, in regards to Board Staff, will:

3.1. Develop processes and/or procedures to ensure that management and service members are able to disconnect from the workplace at appropriate times in accordance with this policy.

3.2. Ensure that management:

3.2.1. Take all reasonable steps to assist service members under their management to disconnect from work outside of their normal hours of work as appropriate and in

accordance with this policy;

3.2.2. Reasonably attempt to resolve any member concerns about this policy;

3.2.3. Advise members of instances in which they may be expected to perform work outside of their normal hours of work.

3.3. Ensure that:

3.3.1. Members make reasonable efforts to book internal meetings and calls during the attendees' standard hours of work, with the understanding that certain meetings with external parties may be scheduled outside of the standard hours of work;

3.3.2. Work-related communications not be made or sent to or from members' personal mobile phones, personal e-mail addresses, personal telephone numbers or other personal devices, subject to specific circumstances or an agreement to communicate in this manner;

3.3.3. Recognizing that some members' standard hours of work may differ within the Windsor Police Service, and, as a result, certain members may attend to work related communications outside of other members' standard hours of work, the sender will consider the timing of their communications and understand that the recipient is generally not expected to respond until their return to work at the earliest, subject to certain circumstances;

3.3.4. Ensure that no member is penalized or suffers any reprisal action as a result of raising questions regarding this policy or expressing concerns with compliance (a legitimate and reasonable exercise of management rights is not a penalty or reprisal action).

3.4. Ensure that:

3.4.1. All new members are provided with a copy of this policy within 30 days of a member's hire date;

3.4.2. All existing members are provided with a copy of this policy, and any amended versions of this policy, within 30 days of approval or amendment;

3.4.3. All members are provided with information regarding their standard hours of work given the nature of their work, and any other information required to assist members with complying with this policy.

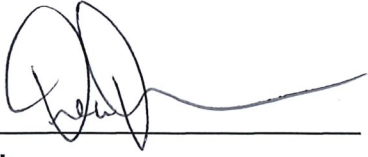
3.4.4. Promote efforts to maintain the health and well-being of members through the provision of relevant programs, information and/or training with respect to disconnecting from work when appropriate.

3.4.5. Take steps to ensure that any programs, information and/or training related to disconnecting from work include:

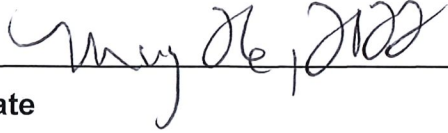
3.4.6. Clearly articulated standard hours of work for all members, including parameters and expectations for contact outside of their standard hours of work;

3.4.7. Clear and specific obligations for the service, its management, its members, and the Board and its staff to ensure that everyone will work together in order to disconnect from work where possible and appropriate, and,

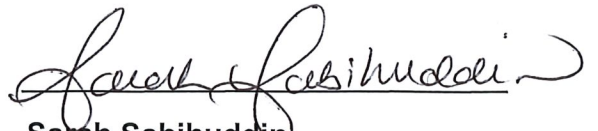
3.4.8. Tools, supports and resources to assist management and members in disconnecting from work at appropriate times, including through the use of available technology (e.g., out of office messaging on Service-issued phones and computers).



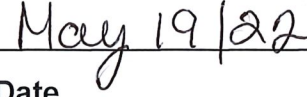
Drew Dilkens
Board Chair



Date



Sarah Sabihuddin
Administrative Director



Date



Windsor Police Services Board

DIRECTIVE

Directive Name: ELECTRONIC MONITORING		Directive Number: HR - 05
Responsible Manager: Administrative Director, WPSB	Review Schedule:	Effective Date:
Repeals: None	Date Last Reviewed:	Next Review Date:
Reference: Part VII.01.01, Employment Standards Act, 2000		
Related Documents: Information Technology Acceptable Use Policy – Directive Number 602-05		

1. POLICY STATEMENT:

- 1.1. In maintaining the Windsor Police Services Board's (Board) commitment to transparency, this policy protects employees' privacy by requiring details about whether, or how, employees' use of electronic devices are being monitored at the Windsor Police Service (Service).
- 1.2. This policy only applies to civilian members of the Service to whom Part VII.01.01 of the Employment Standards Act, 2000 (the "Act") applies and does not apply to sworn members, pursuant to the Act.

2. POLICY:

- 2.1. It is the policy of the Board that the Chief of Police will develop a Directive that meets the requirements of Part VII.01.01 of the Act, which outlines whether the Service electronically monitors civilian members, and if so:
 - Provides a description of how and in what circumstances the Service may electronically monitor employees;
 - The purposes for which information obtained through electronic monitoring may be used by the Service; and
 - Such other information as may be prescribed.
- 2.2. The Chief will ensure that all existing civilian members are provided with a copy of this Policy and associated Directive, and any amended versions of the Policy and associated Directive, within 30 days of approval or amendment.
- 2.3. The Chief will ensure that all new civilian members are provided with a copy of this Policy and associated Directive, within 30 days of a civilian member's hire date.

Drew Dilkens
Board Chair

SEP 15 / 22

Date

Sarah Sabihuddin
Administrative Director

SEP 15, 2022

Date