POLICE CHIEF – POSITION PROFILE

MORDEN POLICE SERVICE

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Summary of Position

The Chief of Police works collaboratively with the board to develop a vision and to identify the strategic direction for the police service.

The Chief of Police motivates, guides, and provides leadership to the Morden Police Service. The Chief possesses a strong commitment to the highest standards of integrity and professionalism and expects nothing less from the members of the police service.

The Chief of Police is a strong role model for behaviour that is consistent with the principles and values of a professional, ethical, and inclusive police service.

As an experienced law enforcement executive, the Chief of Police works in partnership with the community, to identify innovative approaches to the delivery of law enforcement activities.

The Chief of Police will manage, administer, and operate the police service in accordance with the priorities, objectives and mandates established by the police board and as defined in *The Police Services Act, C.C.S.M. c. P94.5* (herein referred to as "the Act").

The Chief of Police is responsible for representing the police service and for building and sustaining positive, collegial working relationships at the municipal, provincial, federal, and international levels.

The Chief of Police, if the circumstance requires it, will perform operational duties in addition to administrative duties.

REPORTING RELATIONSHIPS

The Chief of Morden Police Service is appointed by and accountable to the Morden Police Board.

KEY RESPONSIBILITIES

The main responsibilities of the Police Chief are outlined in subsection 22(1) of the Act and are as follows:

a) the enforcement of law, the prevention of crime and the preservation of the public peace in the municipality;
b) the management, administration and operation of the police service;
c) the maintenance of discipline in the police service;
d) ensuring that the police service meets all the requirements imposed by this act and that its police officers carry out their duties in accordance with this act; and
e) implementing policies established by the police board respecting the police service.

The Morden Police Chief will be responsible for the following:

Develop and implement a strategic plan for the Morden Police Service

- In conjunction with the Morden Police Board, the Chief will oversee the development of a strategic plan, with a focus on prevention, intervention, and law enforcement.
- Oversee and hold accountability for implementation of the strategic plan.
- Evaluate the success in implementing the strategic plan collaboratively with the police board.
- Respect, promote and fully engage with the Board to implement the spirit and intent of civilian governance of police services established under the Act.

Effectively manage the Morden Police Service

- Provide inspiring leadership to sworn and civilian personnel through communication, accessibility, and a shared vision, and promote a positive tone for the organization.
- Hold accountability for
    - police service operations
    - management of financial resources
    - human resource management
    - information technology management
    - the collection, collation, dissemination and security of police information and data
- Identify and implement progressive information technologies to improve operational and administrative efficiencies.
- Encourage creativity and promote an innovative, team oriented and healthy work environment.
- Ensure performance management is addressed, including dealing with discipline issues.
- Ensure an ongoing concern for morale in the police service through close monitoring of the indicators for morale (sick leave, volunteerism, etc.)

Develop and strengthen relationships with stakeholders and the community

- Use various methods of communication to educate and influence stakeholders and the community and gain their support.
- Be accountable for community and media relations.
- Be visible in the community.
- Seek input and develop relationships with community partners.
- Demonstrate a social awareness and understanding of the region and its issues and concerns.

Be a leader in effective policing strategies

- Champion the use of policing strategies, programs, and tactics available to the police service to mitigate crime and disorder issues.
- Stay connected to active policing and the needs of officers and the community at large.
- Continue to build a reputation for excellence in innovative policing practices and ethics through high-quality training of new officers and formal continuous learning and development opportunities.
- Work with senior officers and the community to develop a shared understanding of community policing as a fundamental approach to the delivery of public safety and police services.
- Work collaboratively with other police services to build capacity and to develop strategies that will improve and strengthen law enforcement within the communities served.
- Champion risk management practices and the organization-wide reporting, monitoring, and mitigation of risks

PERFORMANCE MEASUREMENTS

- Achievement of the objectives of the strategic plan.
- Professional practices and leadership activities that reflect the competency profile for executive leadership.

Qualifications

Minimum Requirements

- Must have a bachelor's degree in police science, criminal justice, public administration, business administration or a related field; or a combination of experience, education and training may substitute for formal education.
- Must have at least ten (10) years of progressively responsible law enforcement experience in patrol, investigations, and emergency response programs.
- Must have at least five (5) years of progressively responsible policing leadership with a combination of supervisory and management experience.

Additional Qualifications

- Demonstrated financial and business acumen.
- Experience in the preparation of effective management and execution of operational and capital budgets and strategic plans.
- Demonstrated ability to develop and maintain effective working relationships with a wide variety of groups (i.e. elected officials, government), staff, managers, service delivery partners, the public and other stakeholders.
- Proven ability to ensure that non-violent de-escalation strategies and techniques are properly employed by police officers, particularly in relation to engagement with people from racialized communities and people with mental health issues.
- Demonstrated track record of building and maintaining community safety, as well as the ability to lead through innovation and collaboration.

Desired Qualifications

- Experience in dealing with the media and community relations is preferred.
- Experience in working within governance structures is preferred.

Required Knowledge

- Must have advanced knowledge of law enforcement, legislation, and policy regarding public safety.
- Must have advanced knowledge of local, regional, national, and international policing issues, philosophies, practices, and trends.
- Must have advanced knowledge of current law enforcement, management theory and administrative standards.
- Strong understanding of how to prioritize, develop and nurture partnerships with a broad spectrum of social service providers, law enforcement agencies, health sector organizations (with a focus on mental health and addictions services), community organizations and leaders, and government.

Competencies

- Must possess and demonstrate the competencies and behaviours required for executive leadership as identified in Appendix A – Updated Competency Profile for Executive Leadership.

Personal Attributes

- Motivating and inspiriting leadership: reputation for fairness and impartiality, leads by example,

and believes in accountability at all levels (sworn and civilian)

- Strategic thinker: ability to identify public safety needs and set priorities of the service and community.
- Willing to participate actively in community organizations and events.
- Excellent interpersonal skills: ability to relate effectively with a diverse range of people, personalities, and styles (both internal and external).
- Strong oral and written communication skills: comfortable presenting to the board, media, city council and the public.

Other Requirements

- Must have valid Canadian driver's license.
- Must have valid Stand First Aid and CPR certificate.
- Must be a Canadian citizen.
- Must pass a security clearance investigation.
- Must have the required physical and emotional stamina to meet the demands of the job.

Working Conditions

- Management and administrative law enforcement leadership tasks will be performed regularly.
- Subject to call-in during emergencies and staffing shortages and may work outside of normal working hours, holidays, and weekends.
- May also work under exposure to hazardous physical activities; works in all types of weather conditions and at all times of day; and interacts with individuals under physical and/or emotional stress.

Diversity Statement

We are passionate about building and sustaining an inclusive and equitable working environment for all police officers and staff, and we conduct our operations while respecting the diversity within the community. We believe every member on our team enriches our diversity by exposing us to a broad range of ways to understand and engage with the world, identify challenges, and to discover, design and deliver solutions.

Appendix A - Updated Competency Profile for Executive Leadership

Leadership Competency Profile for Executive Leadership

What is a Competency Profile?

A competency profile is a set of competencies selected as the most important for successful job performance. It lists them and specifies the required proficiency level of each competency expected for a position.

Executive Leadership Level

Executive leaders oversee all operational and administrative functions in a police service or a division of a police service. They set strategic direction, establish, and maintain relationships with constituents, and represent the police service at various levels of government.

Updated December 2023

Leadership Competency Profile for Executive Leadership	
Competency Name, Definition, and Proficiency Level	**Associated Behaviours**
EMBRACING DIVERSITY AND INCLUSION Understands one's personal attitudes and values related to diversity and inclusion, and actively promotes, supports and safeguards diversity and inclusion within organization and community. Level 5: Exhibits all associated behaviours. Level 4: Exhibits 4-5 associated behaviours. Level 3: Exhibits 3-4 associated behaviours. Level 2: Exhibits 1-2 associated behaviours. Level 1: Exhibits 0-1 associated behaviours.	**Understands one's personal attitudes and values related to diversity and inclusion.** • *Maintains up-to-date knowledge of key demographic and societal trends on inclusion*, including community and workplace inclusion. • *Improves their understanding of the negative impacts of individual, organizational and community bias, hate and social exclusion* through self-study and/or engaging with subject matter experts or people with lived experience. Promotes, supports, and safeguards a culture that embraces diversity. • *Actively models, promotes, and supports behaviours that foster organizational and community diversity* and inclusion across a broad range of individual characteristics, identities and lived experiences. • *Fosters an organizational culture of learning about diversity* and reflection that enables the expression and consideration of diverse viewpoints. • *Periodically reviews relevant calls to action of the Truth and Reconciliation* Commission of Canada to support strategic and operational alignment with their objectives. • *Develops workplace talent strategies to increase diversity* including acquisition, development, and retention of an appropriate mix of employees with diverse characteristics and life experiences
LEADING CHANGE AND TRANSFORMATION Leads organization through strategic and transformational changes to ensure the capacity of the organization to respond effectively and adapt to new challenges and opportunities. Pursues change and transformation in their own career and personal development and encourages change and transformation in direct reports. Level 5: Exhibits 7-8 associated behaviours. Level 4: Exhibits 5-6 associated behaviours. Level 3: Exhibits 4-5 associated behaviours. Level 2: Exhibits 2-3 associated behaviours. Level 1: Exhibits 0-1 associated behaviours.	Leads the organization through strategic and transformational changes. • *Formulates a clear and compelling vision for change* and its implications for the organization. • *Communicates a vision of strategic change* and impact to police service employees, police services board, community members, and government agencies. • *Advocates for the necessary resources* for change initiatives with relevant parties. • *Reinforces the change agenda* through one's own actions, behaviours, and attitudes. Pursues change and transformation in their career and personal development. • *Explores and refines own capacity for complex thinking and self-regulation* in the face of adaptive challenges and transformational opportunities through self-study, courses, and coaching. • *Maintains knowledge of best practices for overseeing organizational change management* initiatives led by direct reports through self-study, courses, and coaching. Encourages change and transformation in team and direct reports. • *Encourages self- and group-awareness, critical reflection, learning, innovation, and continuous improvement* within the executive team. • *Develops the capacity of direct reports to lead change* and transformation within their areas of responsibility.
COMMUNITY ENGAGEMENT AND PUBLIC RELATIONS Fosters a positive public image based on the development of authentic and trusting relationships with communities served by the organization. Level 5: Exhibits all associated behaviours. Level 4: Exhibits 4-5 associated behaviours. Level 3: Exhibits 3-4 associated behaviours. Level 2: Exhibits 1-2 associated behaviours. Level 1: Exhibits 0-1 associated behaviours.	Fosters a positive public image. • *Represents the organization to the public* as an engaged part of the community and as a reflection of community values and Canadian values. • *Identifies and models core expectations for community engagement and relationship development* to **employees**. • *Fosters and supports effective and appropriate use of social media* by employees to engage and develop relationships with **the** community. Develops an authentic and trusting relationship with the community, including the media. • *Uses effective communications with internal and external communities* to model authentic and open engagement. • *Aligns organizational and community engagement strategies and values with priorities* **related to** organizational and community safety and wellbeing. • *Provides strategic direction during a crisis* when communicating with management and communications professionals about enterprise risk management, organizational values and public trust and accountabilities.

Leadership Competency Profile for Executive Leadership	
Competency Name, Definition, and Proficiency Level	**Associated Behaviours**
JUDGMENT AND DECISION-MAKING **Makes appropriate decisions in the face of ambiguity, involving collaborative input processes, while managing risks and fostering innovative and adaptive capacity.** **Demonstrates** self-awareness and self-regulation during challenging situations and, where appropriate, works collaboratively with internal and external stakeholders to plan and make decisions. Level 5: Exhibits all associated behaviours. Level 4: Exhibits 5-6 associated behaviours. Level 3: Exhibits 3-4 associated behaviours. Level 2: Exhibits 1-2 associated behaviours. Level 1: Exhibits 0-1 associated behaviours.	**Makes appropriate decisions in the face of ambiguity while managing risks and fostering innovative and adaptive capacity.** • *Makes consequential decisions*, based on principles of effective leadership, organizational and community values, and sound business sense and operational knowledge. • *Communicates decisions effectively* to support appropriate transparency and to foster trust and credibility in an environment of public scrutiny. • *Makes decisions in a dynamic environment* in which the weight given to any factor can change rapidly. • *Envisions and considers unintended impacts of decision*, including consequences considered undesirable from the standpoint of various stakeholders. • *Uses self-awareness and self-regulation* in the midst of challenging situations and interactions with internal and external stakeholders. **Works collaboratively to plan and make decisions.** • *Engages appropriate range of internal and external stakeholders* to solicit collaborative input and to invite joint planning and problem solving. • *Participates collaboratively in joint planning and decision-making* activities with other municipal executives
UPHOLDING ETHICAL ACCOUNTABILITY Sets, promotes and embodies values and standards for ethical and accountable policing. Takes responsibility for one's own actions and makes decisions that embody organizational and community values and policing standards. Level 5: Exhibits all associated behaviours. Level 4: Exhibits 4 associated behaviours. Level 3: Exhibits 3 associated behaviours. Level 2: Exhibits 2 associated behaviours. Level 1: Exhibits 0-1 associated behaviours	Sets, promotes and embodies values and standards for ethical and accountable policing. • *Communicates and models the organization's values and expectations regarding ethical conduct.* • *Promotes and ensures the integrity and transparency of the ethical standards* of the organization. • *Promotes a culture of accountability, fairness, and trust* within the organization. • *Explains the ethical bases for decision-making* to foster shared understanding, collective capacity, and public trust. • *Takes responsibility for one's own actions*.
FINANCIAL OVERSIGHT AND PLANNING Applies financial management knowledge to effectively oversee and provide direction to the organizational financial management strategy. Secures organizational resources (operating, capital, and people) to ensure appropriate accountabilities and organizational capacities. Develops a financial strategy for area of responsibility. Level 5: Exhibits 10-11 associated behaviours. Level 4: Exhibits 8-9 associated behaviours. Level 3: Exhibits 5-7 associated behaviours. Level 2: Exhibits 3-4 associated behaviours. Level 1: Exhibits 0-2 associated behaviours	Provides direction to the organizational financial management strategy to ensure appropriate accountability. • *Identifies and communicates the broader financial aspects that impact policing* as a public service – on local, provincial, federal and/or global level. • *Provides direction to Chief Financial Officer (or equivalent) on organizational accountabilities* and monitors enterprise risk management. • *Provides final approval of the prioritization of fiscal strategies* developed by direct reports. • *Negotiates and advocates with jurisdictional bodies to address fiscal needs of police service* **in** light of broader community context. • *Presents and explains budget to police services board* in support of fiscal requirements and to foster public trust. Develops a financial strategy in the area of responsibility. • *Creates annual budget and capital plan* with management team. • *Identifies potential sources of funding* for the organization. • *Educates jurisdictional authorities about the nature of police business* and its implications for financial planning and management. • *Ensures financial goals are aligned to business plan.* • *Consolidates data from each unit* in area of responsibility. • *Educates management team on goals of budget process*, including the description of needs and identification of performance indicators, the use of planning tools for business unit managers, and the management of risks and opportunities as they arise

Leadership Competency Profile for Executive Leadership	
Competency Name, Definition, and Proficiency Level	**Associated Behaviours**
FOSTERING RELATIONSHIPS Seeks and develops authentic, trusting, relationships with internal and external stakeholders, in keeping with organization's values, and 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. Level 5: Exhibits all associated behaviours. Level 4: Exhibits 3 associated behaviours. Level 3: Exhibits 2 associated behaviours. Level 2: Exhibits 1 associated behaviours. Level 1: Exhibits 0 associated behaviours.	Sets strategic direction for partnering with various stakeholders. • *Encourages a culture that enables and recognizes effective stakeholder engagement* and relationship development in the service of organizational safety and wellbeing and community safety and wellbeing. • *Identifies and supports creative ways to develop partnerships* across a diversity of stakeholders and groups. • *Personally, demonstrates that relationship development is a core element of transformational leadership*, organizational wellbeing, community engagement, multi-sector collaboration, effective communications, and public trust and accountability. • *Advocates with key jurisdictional partners and stakeholders* to support the influence and achieve organizational strategic priorities, initiatives, and objectives
TALENT MANAGEMENT AND DEVELOPMENT Oversees talent management (human resources) leadership to support and ensure accountability for talent acquisition, management and development aligned to organizational values and policies, strategic objectives, legislative requirements, and enterprise risk management. Directs the development of human resources processes. Level 5: Exhibits all associated behaviours. Level 4: Exhibits 5-6 associated behaviours. Level 3: Exhibits 3-4 associated behaviours. Level 2: Exhibits 1-2 associated behaviours. Level 1: Exhibits 0-1 associated behaviours.	Oversees talent management strategies and processes to ensure appropriate accountability to organizational needs and expectations • *Determines priorities involving recruitment, selection, development and promotion of talent* and collaboratively discusses this with direct report(s) • *Ensures that talent management and development processes are accountable to organizational needs* and expectations related to operational capacity, legislative requirements, and public trust. • *Provides direction to HR professionals to develop a succession management plan*, communicating with police commission/police services board in relation to priorities, as appropriate to the position(s) • *Makes final decisions about appointments and terminations* where relevant, and in light of organizational processes and enterprise risk management considerations. Directs the development of human resources processes. • *Anticipates and plans for future human resource requirements* based on **the** long-term vision and strategic direction. • *Identifies new ways for human resource management to achieve long-term organizational objectives.* • *Identifies objectives for human resource management* for organization
INFORMATION COMMUNICATIONS TECHNOLOGY ACCOUNTABILITY AND CAPACITY Ensures the organization has the technical capacity to achieve public safety objectives. Oversees information communications technology leadership and information security leadership to ensure it is appropriately used to enable the strategic and operational information and security needs of the organization. Level 5: Exhibits all associated behaviours. Level 4: Exhibits 3 associated behaviours. Level 3: Exhibits 2 associated behaviours. Level 2: Exhibits 1 associated behaviours. Level 1: Exhibits 0 associated behaviours	Ensures the organization has technical capacity to achieve public safety objectives. • *Oversees the strategic role of information communication technology as an element of operational effectiveness and enterprise risk management* and collaboratively discusses this with direct report(s) (Chief Technology Officer, Chief Information Security Officer, Chief Privacy Officer/Legal Counsel) Identifies technology requirements. • *Reviews the performance of technology in the organization with direct reports* to determine if it meets public safety and organizational needs as well as legal guidelines with direct report(s): • *Reviews the areas of work where technology could improve efficiency* **with direct reports.** • *Leverages in-house or external expertise and stakeholders to define technology requirements and opportunities* for the organization
EFFECTIVE COMMUNICATION Uses effective communication strategies to engage and lead others and to foster relationships, across a range of situations to achieve common goals in support of safe, healthy organizations and communities. Level 5: Exhibits all associated behaviours. Level 4: Exhibits 2 associated behaviours. Level 3: Exhibits 1 associated behaviours. Level 2: Exhibits 0 associated behaviours. Level 1: Exhibits 0 associated behaviours.	Communicates effectively across a range of situations and with a diversity of stakeholders. • *Uses inquiry and listening techniques* to learn about and understand the underlying needs, interests, issues and motivations of others. • *Interprets complex and possibly contradictory or competing signals/messages.* • *Develops and uses varied communication techniques and opportunities to promote dialogue, shared understanding, and consensus* and to facilitate the development of relationships, the resolution of conflicts and the adoption of change agendas

Leadership Competency Profile for Executive Leadership	
Competency Name, Definition, and Proficiency Level	**Associated Behaviours**
ORGANIZATIONAL AND ENVIRONMENTAL AWARENESS Cultivates and uses awareness of internal organizational dynamics and external environmental factors to support organizational wellbeing and effective participation in collaborative community safety and wellbeing processes. Level 5: Exhibits all associated behaviours. Level 4: Exhibits 2 associated behaviours. Level 3: Exhibits 1 associated behaviours. Level 2: Exhibits 0 associated behaviours. Level 1: Exhibits 0 associated behaviours.	Uses awareness of organizational dynamics and environmental factors to support the organization's wellbeing. • *Demonstrates broad understanding of social, economic, political and technological contexts* that can impact policing work. • *Understands and anticipates the potential trends within the local political environment and service system*, and the impacts these might have on policing work, including community collaboration. • *Demonstrates acuity for the social, political, and operational dynamics within the organization* to detect and monitor organizational opportunities, progress and risks against enterprise objectives and values, and to promote organizational safety and wellbeing
ACCOUNTABILITY AND TRUST Works effectively within governance structures and associated policing frameworks. Adheres to values of public service, trust and accountability. Understands and uses appropriate processes and best practices while collaborating with community partners to support community safety and wellbeing. Level 5: Exhibits all associated behaviours. Level 4: Exhibits 4-5 associated behaviours. Level 3: Exhibits 3-4 associated behaviours. Level 2: Exhibits 1-2 associated behaviours. Level 1: Exhibits 0-1 associated behaviours.	Models and promotes a culture of accountability and trust. • *Develops effective working relationships with the external stakeholders* to which a police service is accountable. • *Models openness, fairness, and transparency in decision-making* • *Consults with appropriate experts and stakeholders* to ensure effectiveness of high-profile and consequential decisions. • *Obtains approval of the organization's strategic plan* from the police board, commission, and minister. • *Maintains independence of the police service from political roles and relationships* to ensure transparency and to alleviate concerns of political interference. • *Promotes and ensures values-based commitment to organizational justice and community accountability* in the context of collaboration, operational practices, communications, and governance.
COMMUNITY SAFETY AND WELLBEING Promotes a culture of engagement and collaboration with community members, community organizations, and other partners, to identify and address risk factors and opportunities related to community safety and wellbeing. Level 5: Exhibits all associated behaviours. Level 4: Exhibits 4-5 associated behaviours. Level 3: Exhibits 3-4 associated behaviours. Level 2: Exhibits 1-2 associated behaviours. Level 1: Exhibits 0-1 associated behaviours	Promotes vision and expectations for collaborative community safety and wellbeing. • *Models and fosters an approach to community safety and wellbeing* anchored to learning and collaboration with a range of stakeholders and partners to achieve community safety and wellbeing outcomes. • *Promotes an understanding that contemporary policing involves more than traditional enforcement-f*ocused activities. • *Recognizes the value of contributions by employees and organizational roles* to the achievement of community safety outcomes. • *Promotes, supports, and recognizes the value of integrative and collaborative approaches* to complex community safety issues. • *Maintains and shares understanding of local, trans-jurisdictional and trans-national issues a*nd patterns of activities and how they impact community safety locally. • *Engages key stakeholders about community safety and wellbeing* and its outcomes to gain their support
STRATEGIC THINKING AND FLEXIBILITY Cultivates a flexible learning mindset that enables strategic thinking in support of innovation, organizational agility, adaptive capacity and an appropriate balance of risk tolerance and risk management across the organization. Level 5: Exhibits all associated behaviours. Level 3: Exhibits 1 associated behaviours. Level 1: Exhibits 0 associated behaviours	Encourages strategic thinking and flexibility. • *Cultivates strategic thinking and a flexible learning mindset* for oneself. • *Promotes a culture of learning and supports strategic thinking*, innovation, and flexibility across the organization and with direct reports.