



Quality Assurance Review Report - 2017

Policing Standards and Contract Management
Public Safety



Kennebecasis Regional Police Force

Overview

Pursuant to paragraph 1.1(2)(c) of the New Brunswick *Police Act*, the Minister of the Department of Public Safety (DPS) may establish a system of inspection and review of police forces. The *Policing Standards – New Brunswick* are issued as ministerial directives pursuant to subsection 1.1(3) of the *Police Act*. The Standards set out the police force Quality Assurance (QA) program in ORG 5 with the current QA Program in place since 2013. The system of inspection and review of police forces is conducted by policing consultants Jennifer Smith and Rick Votour of the Policing Standards and Contract Management (PSCM) branch of the Department of Public Safety (DPS).

While the QA program follows a cyclical process, it is flexible enough to respond to any newly identified risk activities facing municipal police forces. The program examines facts and realities facing modern day law enforcement agencies to identify gaps as well as best practices.

Objective

The purpose of the QA review is to assess adequacy and effectiveness of the policing services provided by the police force by examining common risks to police agencies on behalf of the Minister.

The report is intended to summarize the data collected from the police force, analyze the findings, identify gaps, and present any recommendations and observations that could improve police service to the Director of Policing Standards and Contract Management.

Scope

The QA Program operates on an annual cycle beginning in the fall when the PSCM Director announces to the New Brunswick Association of Chiefs of Police (NBACP) those activities that are mandatory to risk. The 2017 risk activities announced were:

- Sex crimes investigations;
- UCR scoring (data integrity); and
- Community policing.

Members of the police force in collaboration with the PSCM review team conduct a fall risking exercise that examines the mandatory risk activities and any police force specific risks that could benefit from an examination.

In January police forces begin their reviews using either review guides created by the PSCM review team or developed by the police force. The police force can also employ any other review technique they deem appropriate. All documentation is submitted to the

PSCM review team.

In the spring of 2018, the PSCM review team conducted an internal risking exercise to identify municipal police forces that will be scheduled for an on-site review.

This report serves as an overview of the police force QA program performance for the 2017 cycle to ensure the management of selected risk activities is in compliance with the *Policing Standards – New Brunswick*, the Municipal/Regional Police Forces Operational and Administrative Manuals (Operational Manual and Administrative Manual, respectively) and legal requirements. The PSCM review team monitors recommendations to completion.

A snapshot of the reviewed activities is summarized in this report (see table 2) and includes a rating based on the following scale (table 1).

TABLE 1	
Rating	Description
Needs Improvement (NI)	Practices and controls are not adequate to ensure the objectives are achieved effectively in this activity.
Meets Expectations (ME)	The activity's management meets current provincial policing requirements. Any issues/opportunities for improvement noted are not major in that they do not affect the ability to achieve its objectives.

Findings

TABLE 2 – Summary of findings		
Review by police force		
NI	ME	Comments
UCR scoring (data integrity)		
		Review completed by senior sergeant. Deputy Chief is UCR and RMS coordinator and validator; succession plan in place to turn all over to an Inspector; last training 2017; using all detail pages except for hate crime. Inspector of operations is the chief reader. No recommendations
Community policing		
		This review was done by the former community policing coordinator who held the position for 7 years. Members are engaged with community partners; Report to the Minister was completed on KRPF activities. KRPF performing at a level 3 - contemporary policing service delivery. Recommendations discussed at debriefing meeting
Performance evaluations		
		This review was completed by a patrol sergeant who has been a police officer for 30 years. The sergeant interviewed 15 people; all employees had a current evaluation; the employees interviewed generally don't like the format; would like more objectivity than subjectivity. See observation – PSCM #1
Review by PSCM		
Workflow management		
		KRPF exhibits strong use of RMS to document and articulate steps taken in an investigation; investigation process is solid; workflow policy revised in 2016 is lengthy and cumbersome and

	<p>is not reader friendly. Chief reader touches all CAD events and all general occurrences despite some being able to be handled by a sergeant and a civilian validator. See observations - PSCM #2 and #3 See recommendation - PSCM #1</p>
Voided POPA tickets	
	<p>KRPF uses the POPA for compliance of the <i>Motor Vehicle Act</i> despite the ticket not being intended for that purpose; this is not a contravention of standards or policy; officers need to be reminded to provide appropriate articulation when voiding POPA tickets. See observation - PSCM #4</p>
Exhibits	
	<p>Bond room is clean, neat and free of odor and managed by an experienced police officer who is also KRPF court officer; the handling, storage and disposition of exhibits meet standards however there is room for improving the efficiency of the disposal of exhibits. See observations - PSCM #5, #6, #7 and #8</p>

Findings of the KRPF self-review

UCR scoring (data integrity)

Objective:

To ensure that data entered into the Records Management System (RMS) is complete, consistent, accurate and void of duplication while conforming to policies, legislation and the Uniform Crime Reporting (UCR) Incident Based Survey reporting to Statistics Canada.

Findings:

This review was conducted by the senior KRPF sergeant who leads the KRPF major crime unit. The Policing Standards UCR QA review guide was utilized and submitted to the Chief with no recommendations or observations. The PSCM review team interviewed the reviewer to clarify findings noted in the QA Guide.

The data collected and entered into the police force records management system (RMS) needs to be complete, consistent, accurate and void of duplication while conforming to policies, legislation and the Uniform Crime Reporting Incident Based Survey (UCR) reporting to Statistics Canada.

The 2017 total calls for service was 7320 and the total number of those incidents that required the creation of a general occurrence (GO) within the RMS was 2480. A call for service requires the creation of a GO for a number of reasons suffice it to say that this type of call for service usually involves additional investigative steps before matters can be concluded. Events of a minor nature such as 911 hang-ups, alarm response and animal complaints are examples of requests for assistance that do not require a GO.

KRPF has a workflow management policy which was examined as a separate risk review activity by the PSCM review team. The policy places responsibility for UCR compliance with the Inspector of Operations also known as the Chief Reader. UCR and RMS awareness training is provided to supervisors such as the platoon sergeants “as and when needed.”

UCR compliance and data integrity meets policing standards, policies, legislation and requirements set out in the UCR incident-based survey guide. The police force error rates are low and use of the online CCJS Edit Report is high. Edit and Imputation reports are followed up on and overall crime statistics for the KRPF are considered reliable.

Community policing

Objective:

To ensure that the police force responds to the needs of the community based on the principles of partnership, ownership and problem solving with a focus on delivering quality service. The police force will maintain an ongoing dialogue by working in collaboration with others for the purpose of remaining proactive and will strive to achieve a contemporary community policing service delivery model that is evidence based, flexible and responsive.

Findings:

This review was conducted by the former Community policing coordinator who held the position for seven years. The Policing Standards review guide was used to complete this review. KRPF is very active within their community and boasts a dedicated Community policing coordinator. KRPF recently completed an annual report to the Minister on its activities. KRPF is working towards improving its ability to effectively evaluate its community policing programs and initiatives to advance and modernize the services they are providing.

The review revealed that KRPF is performing at a “Contemporary” level of community policing as most employees are engaged and involved in setting reduction and prevention goals and can describe their individual efforts. Patrol members not only understand the impact they can have on the communities’ sense of safety but they plan their enforcement and proactive time on shift effectively. Visibility is important in the communities served by KRPF and all employees take pride in the reputation the police force has worked so hard to maintain.

While the review of this activity revealed the investment that would be necessary for the police force to move from a level three “contemporary” service model to level four “contemporary plus”, it must be stated that achieving and maintaining a level 3 performance is itself commendable. Contemporary “plus” performance and initiatives usually involve a crime analyst, and an action plan that specifically targets chronic repeat offenders and at-risk youth.

The review identified recommendations for the chief of police’s consideration. The PSCM review team discussed the review with the police force reviewer and with the Chief at the debriefing meeting.

Performance evaluations

Objective:

To ensure the police force has in place an appraisal system meant to encourage and support the development of employees. It should identify an assessment of performance and encourage career goals and potential.

Findings:

This review was conducted by a sergeant on patrol who has been a police officer for thirty years. The sergeant interviewed approximately half of the police force for the purpose of seeking opinion and input on how the present system for annual evaluations is viewed. It is a common feeling that the current evaluation form is subjective and relies too heavily on opinion vs observed behaviour.

KRPF's platoons change annually often resulting in employees reporting to a new supervisor making it challenging to track a consistent picture of the employee's performance.

There is some inconsistency in how the police force delivers the performance evaluation to their staff, with some employees receiving meetings and others receiving their evaluations via email. The current evaluation form does not appear to meet the needs of KRPF; it lacks measureable performance markers and does not deliver on recognizing employee strengths and areas for growth.

Presently, the senior management team is focusing efforts on establishing and updating job descriptions for all police officers.

Observation - PSCM #1:

The Chief has expressed his desire in modernizing the entire performance appraisal process to align organizational mission, vision and values with employee wellness and opportunity for growth.

Review by PSCM

Workflow management

Objective:

To ensure that workflow practices are efficient and effective and that safeguards are in place to best meet the needs of the public as well as stakeholder groups and partners that interact with the police force.

Findings:

KRPF have a workflow policy that has been in place for ten years with several minor modifications over the years with the last revision occurring in March of 2016.

The review team interviewed a cross section of employees that included constables,

corporals, sergeants from the primary response units and the major crime unit as well as members of the senior management team. In past quality assurance reviews by the PSCM team it was noted that investigations were professionally done and the files were well documented with good articulation. This supports the fact that present policies and practices are working but it does not mean the practices are efficient. A modern approach to workflow management requires periodic examination of policies and practices to ensure that risks are well managed.

File flow and responsibility for supervisory oversight for all CAD events rest on the shoulders of the inspector in charge of operations. As chief reader, the inspector in charge of operations often has to read the same file multiple times. The system is currently set up so that every time an officer adds a follow-up to their file, the chief reader is notified and reads the file. The chief reader also reviews all files prepared for court before assigning the file to court section for processing. All files concluded by a sergeant are reviewed, closed and validated by the chief reader.

An examination of the chief reader's work queue was completed. While there are four platoon sergeants with many years of experience, authority to conclude and validate the GOs is not delegated down. In effect the sergeants may be under-utilized at the cost of unnecessarily increasing the workload of the chief reader.

Observation - PSCM #2:

Different police forces have different approaches to delegation of authority and in effect very different approaches to managing risk. Several New Brunswick police forces utilize a trained civilian UCR validator to support the work of a chief reader and KRPF should explore to determine if this good practice could enhance workflow.

Observation - PSCM #3:

The chief reader duties are not described or defined in either the Policing Standards or the operational manual and are typically individualized based on the needs of the police force. An evaluation of the mandate, workload and types of files assigned to the KRPF chief reader would be timely.

Recommendation - PSCM #1:

The PSCM review team will work with the Chief and his team to modernize workflow policy.

Voided POPA tickets

Objective:

To ensure that compliance to legislation, Policing Standards and policy is met when officers are issuing and subsequently voiding, *Motor Vehicle Act* POPA tickets.

Findings:

The Chief requested that the PSCM review team examine the issue of void POPA tickets by the KRPF.

A corporal is responsible for the ordering, assignment and tracking of the POPA ticket books. Officers sign a sheet as receipt of the book. The corporal is able to track tickets issued by the officers and identify any outstanding tickets.

An administrative assistant is responsible for entering the ticket information into the ticket section of the RMS. Service New Brunswick sends the administrative assistant a daily email regarding those tickets that have been paid. The administrative assistant submits a remittance sheet to SNB regarding tickets that have been paid, gone to court, or been voided.

For the past several years, KRPF has been completing a POPA Fine Collection/Form Submission Progress Review with the last one being completed January 31, 2018. This is a good practice. This review would be an opportunity for KRPF to ensure that all tickets are accounted for.

The Municipal/Regional Police Forces Operational manual sets out the procedures under the *Provincial Offences Procedure Act (POPA)* for voiding tickets. KRPF has developed force policy that expands on the process of voiding tickets.

After issuing a POPA ticket at roadside and prior to the ticket being entered onto the RMS, the officer may void a POPA ticket. If the ticket has already been entered into the RMS, the officer will email their intention to void a ticket to KRPF administrative staff. The email is attached to the ticket and all voided tickets are being reviewed by the traffic Sergeant.

The PSCM review team examined a random sample of 30 void tickets from 2015-2017. The voided tickets are as a result of the POPA ticket being used to allow drivers who are unable to show proof of insurance, a valid registration certificate or a valid inspection sticker to appear at the police station and present evidence that they were in compliance with the *Motor Vehicle Act* at the time of the initial vehicle stop.

Utilizing POPA as a means of compliance remains a practice at KRPF. While the POPA ticket is not intended to be used as a compliance tool, police officers may use their discretion in the issuance of POPA tickets.

Observation - PSCM #4:

DPS are presently engaged in delivering an electronic ticket system (E-Ticketing) that will modernize the issuance of the POPA violation ticket in New Brunswick. The recognized gap that exists with the compliance warning ticket (78-4097) has resulted in several police agencies using the present POPA violation ticket in a manner for which it was never intended. E-Ticketing should eliminate the use of POPA for compliance.

Exhibits

Objective:

To ensure articles seized or otherwise coming into police custody are properly reported, securely stored, and properly disposed of.

Findings:

The PSCM review team examined KRPF's exhibit handling practices that included an examination of the bond room. The KRPF bond room custodian is an experienced police corporal who has been managing the bond room for 10 years.

The main bond room itself is neat, clean and free of odor however is small for the exhibits currently being housed. Other secure areas within the police station are being used as storage.

KRPF uses the Versadex property subsystem to control the handling, storage and disposition of exhibits. The return or destruction of exhibits depends on the bond room custodian being made aware of when exhibits are eligible for disposal so that a disposal review date can be set. There are some issues with the RMS system's ability to generate a disposal review date that requires examination by the bond room custodian. Officers need to be diligent in advising the bond room custodian once an item has been returned or destroyed so that the system may be updated and accurate. The PSCM review team notes that the disposal of exhibits and effective use of the disposal review date within the RMS are areas that can be improved upon.

The RMS has the ability to create a number of reports within the property control subsystem. The bond room custodian regularly reviews the exhibits in custody to identify those ready for destruction. The use of these reports may assist the custodian in this regard.

While firearms are stored legally within the bond room, the bond room custodian is not always able to visually determine if firearms are made safe before being placed in the temporary/overnight lockers. This can be rectified with some simple measures put in place.

Destruction of drug exhibits comply with relevant standards, policy and legislation however they could be done more frequently which would assist in freeing up storage within the bond room.

Officers should be reminded to always include the property report with their seized exhibit when submitting an exhibit for storage and ensuring that the date and time of seizure is noted on the sealed evidence bag (or tag if appropriate) along with their initials. Officers should include specific descriptive and identifying detail when entering exhibits into the RMS.

Overall, the seizure, handling, storage and disposition of exhibits meet the expectations of the legislation, Policing Standards and operational policy.

Observation - PSCM #5:

It might be helpful to police officers as they prepare their exhibits for bond room storage to have one location where they can access things such as: evidence bags, trigger guards, corks, cables, tape, brown paper/paper bags, and scales. Having reference documentation relating to the proper storage and handling of exhibits in this location will be helpful to new officers or to officers handling items not ordinarily seized.

Observation - PSCM #6:

Currently, the KRPF are using common zip lock style bags for securing evidence as opposed to the more preferable law enforcement evidence bags which provide a greater sealing capability, thus providing less risk of contamination of evidence. Consideration should be given for purchasing the preferable police evidence bags.

Observation - PSCM #7:

Drug exhibits ready for destruction is taking up significant storage in an already small bond room. The Chief may consider having drugs destroyed on a regular schedule to alleviate the storage issue and reduce risk of having drugs in the bond room.

Observation - PSCM #8:

While officers involved in the seizure of firearms are appropriately rendering the firearms safe, it is not always immediately apparent to the bond room custodian. The PSCM review team discussed some simple measures that would make it readily apparent to anyone handling a seized firearm that it was in a safe unloaded condition.

Concluding Summary

The PSCM review team would like to thank the Kennebecasis Regional Police Force for their contribution during the 2017 QA review process. The PSCM review team remains available to KRPF for assistance and looks forward to continued collaboration for the fall 2018 risking process.

Policing Standards and Contract Management (PSCM)

Quality Assurance (QA) Review Team

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Date report submitted to Director: October 15, 2018

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