

# PEACEKEEPER SERVICES BOARD

*GOVERNANCE & POLICY MANUAL*

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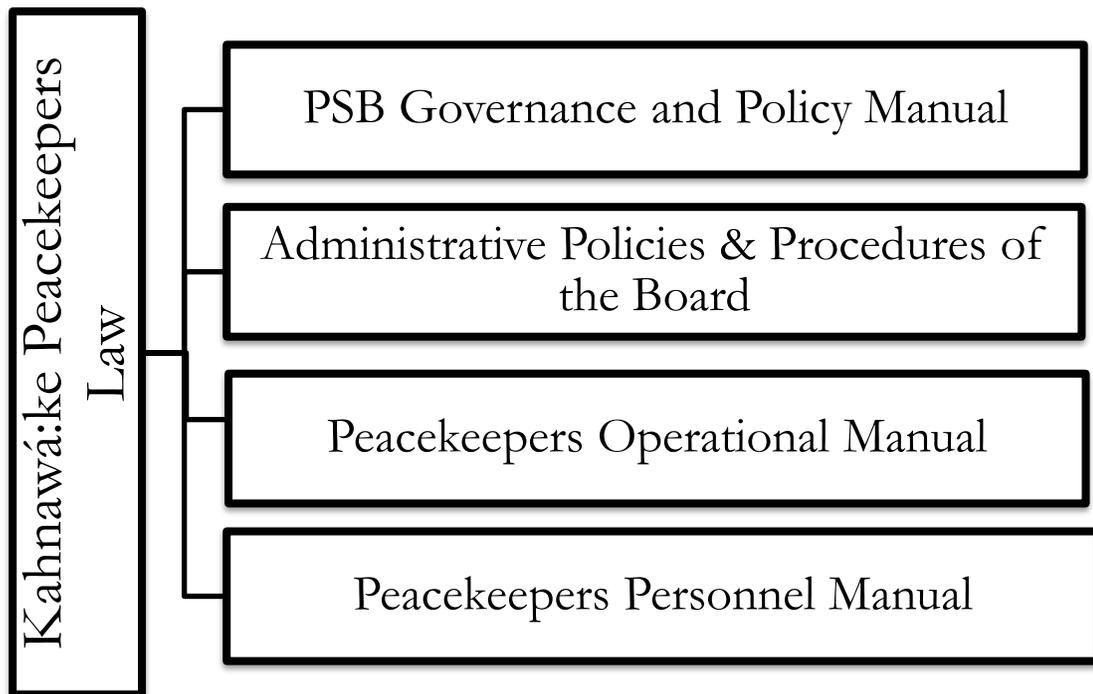
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## 1. Introduction

### 1.1 Introduction

This Manual is intended to provide guidance for the governance and general policies for the Kahnawà:ke Peacekeepers Services Board (hereinafter referred to as the “PSB”), created under the Kahnawà:ke Peacekeepers Law. It is meant to inform Board members, key officials such as the Portfolio Chief and the Chief Peacekeeper, but also the Mohawk People of Kahnawà:ke and Mohawk Council of Kahnawà:ke in the ways in which the Board will act to carry out its mandate to them.

The entire policy and administrative framework of the Peacekeepers and the Board are laid out in the following instruments:



This Administrative Policies and Procedures of the Board are incorporated into an Annex within this Manual.

### 1.2 Primacy of the Law

All matters addressed in this Manual are derived from the authorities and direction set out in the Kahnawà:ke Peacekeepers Law and all the other laws of the MCK. All processes and policies set out here are respectful to and guided by the traditions of the Mohawk People of Kahnawà:ke.

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### 1.3 Principles of Oversight

The role of oversight is a great responsibility. It requires at the same time the knowledge and wisdom to determine if the right things are being done in the right way by those that are being governed, but also the understanding that the overseer is not the manager. The power of oversight is that it introduces an element of accountability, transparency and balance to those who exercise great powers on our behalf. There is therefore a rightful separation between the governance role exercised by the PSB and the management role of the Chief Peacekeeper and the operations of the Peacekeeper staff.

Interference by those who exercise oversight in the day-to-day management of the Peacekeepers is wrong. In some instances, it is also illegal in that it may interfere with a criminal investigation or suggest some element of coercion of individual officers. This is to be avoided at all costs.

However, this does not mean that the PSB can carry out its role without a good understanding of the how the Peacekeepers operate, often at a detailed level. Policy cannot be formulated without operational input. Further, good policy will reflect a sound understanding of what the operational inputs are. For this, the Chief Peacekeeper plays an important advisory role.

The PSB cannot assess how its policies are working without concrete information. It is irresponsible of PSB members to simply rely on assurances from the Chief Peacekeeper, without factual evidence. PSB members are responsible to the Mohawk People of Kahnawà:ke and must be able to demonstrate that they had the facts at their disposal when they set in place a policy and when they assessed the performance of the Chief in carrying it out. They must restrain themselves when it comes to the specifics of implementation, but even here, given their role in the budgetary process, they must be satisfied that the policy was carried out in the most effective and efficient manner. This must be evidence-based.

The PSB therefore needs performance information, some of which may be operational in nature for:

- Assessing the adoption of its strategic direction.
- Assessing the success and need for adaptation of a specific policy.
- Formulating an assessment of risk in the organization and for policing in the community in general.
- Formulating an evaluation of the performance of the Chief in carrying out his/her agreed upon goals and objectives.
- Being aware of the state of public safety in the community.
- Being able to form informed views on issues vital to the Service, the Mohawk People of Kahnawà:ke and their own duties.

### 1.4. Board Composition-Recruitment and Appointment

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The Board has a legislated role in the screening of candidates for recommendation to Chief and Council, consistent with the Peacekeeper Law. In doing so, the Board must consider both the individual and collective range of experience, education and knowledge needed to effectively carry out its mandate. As no one individual can provide all the skills a Board such as the PSB needs, ensuring a balance is important. Therefore, competency and skill areas seen as desirable are contained within the Recruitment and Appointment Policy:

Three non-voting members of the Board are appointed *ex officio*:

- The Commissioner of Public Safety
- A Member of the Legal Services Department
- The MCK Portfolio Chief for Policing

Up to five members are appointed from the community by Executive Directive of the Mohawk Council of Kahnawà:ke.

The effective discharge of the duties of a Board member, including non-voting members require that she or he sign and adhere to the following set of guidelines:

- Signing of the **Oath of Office** upon completion of orientation training
- Signing of the **Oath of Confidentiality**
- Signing of the **Conflict of Interest Statement**
- Code of Ethics

The recruitment and appointment policy and procedures are outlined in the Policy annexed to this manual.

Those community members disqualified from serving on the Board are listed in the Law:

*“The following persons are disqualified from being a member of the Peacekeeper Services Board:”*

- a) A judge*
- b) A justice of the peace*
- c) A police officer or Peacekeeper*
- d) An attorney who practices criminal law as a defense counsel or as a Crown Prosecutor*
- e) A member of another Kahnawà:ke board, Board or committee that issues permits or licenses of any kind in Kahnawà:ke*
- f) A Mohawk Council of Kahnawà:ke Chief other than the Policing Portfolio Chief*
- g) A person who has been convicted of a criminal offence and who has not been granted a pardon*
- h) A person who by reason of a conflict of interest cannot act independently*

## **2. Mandate, Governance and Role of the Board**

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**Legislative Authority:** This policy expands and elaborates the Kahnawà:ke Peacekeepers Law (hereafter referred as the Law).

## 2.1 Mandate, Roles and Responsibilities

The mandate of the Kahnawà:ke Peacekeeper Services Board is to establish effective policies and guidelines for the management and administration of the Kahnawà:ke Peacekeepers. The objective in doing this is to contribute to a safe community overall.

The principal ways in which the PSB exercises its governance and oversight roles are:

- Establishing, after consultation with the chief Peacekeeper, the Mohawk People of Kahnawà:ke and the Council and Chiefs, strategies and policies that guide the work of the Peacekeepers
- Setting, in consultation with the Chief and MCK finance, the budget of the Peacekeepers, recommending its adoption to the MCK and ensuring that it oversees the proper and intended expenditures and their adequate control
- Recruiting and recommending the appointment of the Chief Peacekeeper to the Mohawk Council of Kahnawà:ke
- Monitoring adequately to ensure that the Chief Peacekeeper is managing the Peacekeepers in accordance with these policies and guidelines
- Responding to public concerns and emerging issues within the community
- Ensuring through a variety of means that the intent of policies are operationalized as anticipated and that the Peacekeepers are directed to respond to changing circumstances
- Address in a fair manner complaints within its jurisdiction

The list of the responsibilities and duties of the Board are listed in the Peacekeeper Law.

*“The Peacekeepers Services Board will be responsible for the provision of adequate and effective police services in Kahnawà:ke and shall:”*

- a) After consultation with the Chief Peacekeeper, determine objectives and priorities with respect to police services in the community*
- b) After consultation with the Chief Peacekeeper, establish policies for the effective management of the Peacekeeper Department*
- c) After consultation with the Chief Peacekeeper, establish the policies and procedures for the training of the Peacekeepers*
- d) Recruit and recommend the appointment of the Chief Peacekeeper to the Mohawk Council of Kahnawà:ke, determines their working conditions, and ensures that their annual remuneration is determined in accordance with established policies and procedures*
- e) Give general direction to the Chief Peacekeeper and monitor his or her performance*

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- f) Establish policies respecting disclosure by the Chief Peacekeeper of personal information about individuals*
- g) Establish guidelines for disclosing secondary and/or off-duty activities of Peacekeeper Officers and deciding whether to permit such activities*
- h) Receive regular reports from the Chief Peacekeeper on disclosures and decisions made for secondary and/ or off-duty activities of Peacekeeper Officers*
- i) Establish guidelines with respect to the indemnification of members of the Kahnawà:ke Peacekeepers for costs, charges and expenses that arise from legal proceedings (Civil and or Criminal) resulting from actions taken or lack thereof by a Peacekeeper in the course of his/ her duties*
- j) Establish guidelines for dealing with complaints made under the Kahnawà:ke Peacekeepers Law*
- k) Review the Chief Peacekeeper's administration of the complaints system and receive regular reports from the Chief Peacekeeper on his or her administration of the complaints system*
- l) Define when a Public meeting of the Kahnawà:ke Police Service Board should take place. Establish guidelines and policies on when hearings will be "in camera" in consultation with the Chief Peacekeeper*

### 2.2 Board Members Orientation and Training

For those named to the Board through the procedures outlined in the Peacekeepers Law and in the Manual, it is imperative that they be familiar with the roles and responsibilities before taking them up. Being on the Peacekeepers Services Board members is a serious matter, one with a heavy responsibility to the Mohawk People of Kahnawà:ke, one that involves a commitment of time and energy, one that requires specific work as outlined in this Manual and one with a heavy accountability as the matters of concern involve all the people, their safety and the security of the community.

Therefore, before a Board member signs the **Oath of Office** which will enable her or him to participate as a Board member, an orientation program must be completed. The orientation policy and process is annexed to this manual. Designated members who fail to take this orientation within three months of the confirmation by MCK, will be disqualified and the MCK informed.

The Commissioner of Public Safety is responsible for the continuing training of Board members. Individual Board members are responsible for identifying training requirements that may be unique to their experiences.

Where resources permit, PSB members should be encouraged to attend relevant conferences, such as the annual meeting of the Canadian Association of Police Governance, mostly importantly the special sessions devoted to First Nations Peacekeeper oversight. Where a Board member attends such a conference, she or he will report back to the Board at the next regular meeting.

Training can take a number of forms, some of which are outlined in the orientation package. Further, a training manual on governance, oversight and Peacekeeping matters will be

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developed by the Office of the Commissioner of Public Safety, which is also responsible for updating the manual as new material arrives.

### 2.3 Relationship with Chief and Council

#### 2.3.1 Independence of Board

In matters affecting the setting of strategy and policy as well as overseeing the effective operations of the Peacekeepers, the Board functions independently and free of political interference. That independence, however, is not without constraints as the Peacekeepers operate within the overall government of the Mohawk Council of Kahnawà:ke, which, consistent with Peacekeeper's Law has the authority to:

- Appoint and remove PSB members
- Appoint, upon recommendations of PSB, the Chief Peacekeeper
- Approve, upon the recommendations of PSB, the annual budget of the Peacekeepers
- Establish administrative rules and policies that the Peacekeepers must obey. These will be reflected in the Peacekeepers Administration Manual and the Peacekeepers Personnel Policy

#### 2.3.2 Chief and Council/Portfolio Chief Protocol

- The mutually agreed upon Protocol is to ensure that there are effective communications between the PSB, Chief Peacekeeper and the Peacekeeper Portfolio Chief
- The Portfolio Chief is the principal communication link regarding policing with the Mohawk Council of Kahnawà:ke, and between the Peacekeepers Services Board and the Kahnawà:ke Mohawk Peacekeepers
- All correspondence from the Mohawk Council of Kahnawà:ke concerning the Peacekeepers Services Board, and the Kahnawà:ke Mohawk Peacekeepers, are to be directed through the Portfolio Chief.
- The Protocol annexed to this Manual sets out the relationship

#### 2.3.4 Annual Reporting

The PSB is responsible to inform Chief and Council and the Mohawk People of Kahnawà:ke of the activities of the Peacekeepers and the Board on a regular basis. It does this through:

1. Publishing a Strategic Plan for the Peacekeepers on an annual basis
2. Providing updates on that Plan in the form of an Annual Report to Chief and Council
3. Providing, consistent with the Law, annual budgets and financial statements within prescribed requirements
4. Making this information available to the Mohawk People of Kahnawà:ke

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### 2.3.5 Executive Director's Office/ Peacekeepers Service Board Protocol

To ensure that the Peacekeeper Department operations are providing the highest quality services, utilizing an optimal level of resource management services, and meeting standards, the Peacekeeper Department will be required to undergo periodic operational assessments. These operational assessments will be conducted by the Quality Assurance Function of the MCK. The PSB and the Executive Director's Office will oversee the conduct of the assessments and the approval of recommendations stemming from the assessments. The PSB will be responsible for ensuring all approved recommendations are implemented. The policy and procedure are annexed to this manual.

### 2.3.6 Relationship With MCK Administration

The Office of the Commissioner of Public Safety provides administrative support and professional guidance to the PSB. It also provides direction on budgeting as well as reviews plans, budgets and compliance to them through audit oversight. The Executive Directors Office of the MCK provides audit oversight to ensure compliance with administrative requirements as well as compliance with the Peacekeeper Law. To achieve this, the PSB will provide an Annual Report to the Mohawk Council of Kahnawà:ke using the forms and formats annexed to this manual.

## 3. Board Member Conduct

### 3.1 Code of Ethical Conduct of the Peacekeeper Services Board of Kahnawà:ke

All PSB Members whether ex-officio or appointed by MCED must complete and agree to the following:

- (a) Oath of Office
- (b) Code of Ethics
- (c) Oath of Confidentiality
- (d) Conflict of Interest

All Policy statements and forms are annexed to this manual.

This Code of Ethical Conduct guides Peacekeeper Board members in conducting themselves in a way that respects the traditions, values, needs and expectations of the Mohawk People of Kahnawà:ke whom they serve. These values include but are not limited to, honesty, integrity, trust, transparency and accountability. The basic principle of community ethics is to act in the best interest of the community and in such a way that a reasonable person would perceive those actions to be ethical.

1. Board members are expected to attend and actively participate in all board meetings and shall notify the Chair of any anticipated absences.

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2. Board members shall not interfere with the Peacekeepers operational decisions and responsibilities or with the day-to-day operation of the Peacekeeper Service, including but not limited to specific investigations or prosecutions and the promotion process for police officers within the service.
3. Board members shall undergo any training that may be provided or required for them by the Peacekeeper Board and shall enhance their capabilities as Board Members by participating, where possible, in outside training opportunities.
4. Board members shall keep confidential any information disclosed or discussed at a meeting of the board, or part of a meeting of the board, that was closed to the public.
5. No Board member shall not speak on behalf of the Board unless she/he is authorized by the Board to do so.
6. Board members shall discharge their duties loyally, faithfully, impartially, with commitment and accountability to the community and according to ***Kahnawà:ke Peacekeepers Law*** any other Act and any regulation, rule or by-law, as provided in their oath of office.
7. Board members shall uphold the letter and spirit of the Code of Ethical Conduct and shall discharge their duties in a manner that will inspire public confidence in the abilities and integrity of the Board.
8. Board members shall refrain from acting unlawfully and/or from engaging in conduct that would discredit or compromise the integrity of the board or the police service.
9. Board members shall discharge their duties in a manner that respects the dignity of individuals and in accordance with all the laws of the Mohawks of Kahnawà:ke.
10. Board members shall not use their office to advance their interests or the interests of any person or organization with whom or with which they are associated.
11. Board members shall not use their office to obtain employment with the Board or the Peacekeeper Service for themselves or family members.
12. A Board member, who attains employment with the Peacekeepers including employment on a contract or fee for service basis, shall immediately resign from the Board.
13. Board members must adhere to the Conflict of Interest Policy.
14. A Board member whose conduct or performance is being investigated or inquired into by the Board, a policing agency, or the MCK shall not exercise his or her duties as a member of the Board for the duration of the investigation or inquiry.

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15. If the Board determined that a Board member has breached the Code of Ethical Conduct, the Board shall record that determination in its minutes and may,
  - (a) require the member to appear before the Board and be reprimanded
  - (b) ask the member to resign from the Board
  - (c) request that the MCK revoke the appointment of the member
16. Board members shall sign, on an annual basis that they have read the Code of Ethical Conduct and are unaware of any matters that contravene it.

The Board members shall sign an **Oath of Confidentiality** upon appointment to the Peacekeepers Service Board.

Board members shall not, except as may be strictly necessary for the performance of his/her day-to-day duties and during his/her term of office or any time thereafter, divulge, disclose or communicate to any person, firm or corporation any information concerning any matters affecting or relating to the PSB, without prior authorization by the Board, including but not limited to, any information, decisions, discussions, documents, computer discs, drawings, files, legal briefs, materials, minutes of meetings, presentations, photographs or reports.

Board members shall not use any confidential information they may possess about the affairs of the PSB for their personal gain or that of a related person or affiliated entity of the Board member.

Any items created or used by board members or furnished by the PSB and all documents or materials, including but not limited to letters, memoranda, legal briefs, file materials, photographs, drawings, video and audio tapes and computer discs, are and will remain the exclusive property of the PSB at all times and upon the expiration of his/her term, he/she shall immediately return to the PSB, in good condition all property which is in his/her possession or control.

### 3.2 Removal

Failure to adhere to these standards or an egregious breach of any portion can lead to the removal of a Board member. Some examples of causes for removal are:

The process for such is by a vote of the Board to recommend to MCK to remove a Board member. MCK has the power to appoint so only it can remove a member. It is the responsibility of the Chair to ensure that there has been adequate investigation and evidence to suggest a breach of conduct that would lead to a removal recommendation. In addition, the Board member has to be given adequate opportunity to offer a defense or explanation that would mitigate such a removal. In addition, should it deem fit, the MCK can order an additional investigation or hearing.

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Consistent with the finance and administrative policies of the MCK and the PSB Policy on annual Honorarium for Board members who are not **Board Honorarium** employees of the MCK will be compensated for time spent at Board meetings and other activities as approved by the Commissioner. Each appointed member will receive, at the end of each fiscal year, an honorarium in accordance with the PSB Compensation Policy.

Board members will receive travel expenses for any conference approved by the Chair. All travel expenses will be guided by Administrative Policy Policy for Travel Claims and Expenses. Where extraordinary costs might be involved, the Board member does not have the authority to incur them without the agreement of the Chair.

### **4. Board Member Compensation**

- 4.1 Appointed community members will receive an annual honorarium. The amount will be set at the beginning of each fiscal year and will be dependent on allowable funds within the Contribution Agreement between Canada and Quebec on the Provision of Policing Services.
- 4.2 Appointed Community Members may also be compensated for time loss at their regular employment when required to represent the Board at various functions.

### **5. Meetings**

#### **5.1 Frequency of Meetings, Open and *In Camera***

As a norm, all meetings of the Board should be in public, with the exception of the matters listed in the Law and this Policy. The Board will not exclude a person from such public meetings, except for improper conduct or public safety.

Any person or group wishing to make a representation to the Board should request to do so in advance of the meeting or seek the Chair's permission before the beginning of the meeting. Individual presentations are limited to 10 minutes, unless the Board has requested a more detailed presentation and it is scheduled in the agenda.

*In camera* meetings can be scheduled as part of the regular meetings, but with the public excluded or on an as-needs basis, determined by the Chair and Board in consultation.

*In camera* meetings would normally be held when (as stated in the Law); the following subject areas would arise:

1. Matters involving public security may be disclosed and, having regard to the circumstance, the desirability of avoiding their disclosure in the public outweighs the desirability of adhering to the principle that proceedings be open to the public; or
2. Intimate financial, Human Resource or personal matters or other matters may be disclosed of such a nature, having regard to the circumstances, that the desirability of

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avoiding their disclosure in the interest of any person affected or in the public outweighs the desirability of adhering to the principle that the proceeding be open to the public.

No person other than Board Members, the Portfolio Chief, Chief Peacekeeper and other persons invited by the Board for specific agenda items shall attend *in camera* sessions.

Any and all information obtained at an *in camera* meeting shall be treated as confidential by any and all persons in attendance.

During consideration of an *in camera* item by the Board, the Board may direct, subject to the advice of the Commissioner and Chief, that the decision on the item, or the item in its entirety, be reported back to a regular meeting.

### 6. Relationship with the Chief Peacekeeper

#### 6.1 **General Principles on Policy Guidance**

The Peacekeeper's Law, sets out the following responsibilities for police services boards in connection to its relationship with the Chief Peacekeeper. For clarity, these are;

#### **Responsibilities and Duties of the Board**

The Peacekeepers Services Board will be responsible for the provision of adequate and effective police services in Kahnawà:ke and shall:

- a) After consultation with the Chief Peacekeeper, determine objectives and priorities with respect to police services in the community
- b) After consultation with the Chief Peacekeeper, establish policies for the effective management of the Peacekeeper Department
- c) After consultation with the Chief Peacekeeper, establish the policies and procedures for the training of the Peacekeepers
- d) Recruit and recommend the appointment of the Chief Peacekeeper to the Mohawk Council of Kahnawà:ke, determines their working conditions, and ensures that their annual remuneration is determined in accordance with established policies and procedures
- e) Give general direction to the Chief Peacekeeper and monitor his or her performance
- f) Establish policies respecting disclosure by the Chief Peacekeeper of personal information about individuals
- g) Establish guidelines for disclosing secondary and/or off-duty activities of Peacekeeper Officers and deciding whether to permit such activities
- h) Receive regular reports from the Chief Peacekeeper on disclosures and decisions made for secondary and/ or off-duty activities of Peacekeeper Officers

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- i) Establish guidelines with respect to the indemnification of members of the Kahnawà:ke Peacekeepers for costs, charges and expenses that arise from legal proceedings (Civil and or Criminal) resulting from actions taken or lack thereof by a Peacekeeper in the course of his/her duties
- j) Establish guidelines for dealing with complaints made under the Kahnawà:ke Peacekeepers Law
- k) Review the Chief Peacekeeper's administration of the complaints system and receive regular reports from the Chief Peacekeeper on his or her administration of the complaints system
- l) Define when a public meeting of the Kahnawà:ke Police Service Board should take place. Establish guidelines and policies on when hearings will be *in camera* in consultation with the Chief Peacekeeper

This policy sets out general rules regarding the relationship between the Board and the Chief Peacekeeper, and general expectations that the Board has of the Chief Peacekeeper.

The following are general principles to define the Board's relationship to the Chief Peacekeeper and its expectations of him or her:

1. The Chief Peacekeeper is accountable to the Board acting as a body. The Board will instruct the Chief primarily, but not solely, through written policies, minutes of meetings with specific follow-ups or other instruments as determined. Interpretation, implementation and detailed operational policy development are the responsibility of the Chief.
2. As such, the Board will focus on articulating the expected outcomes of a policy or direction and the Chief will focus on how to achieve these outcomes.
3. The Chief Peacekeeper shall ensure that all practices, activities, decisions and organizational circumstances are consistent with the Peacekeepers Law, the related laws and administrative requirements of the MCK and the Standards set out in CALEA – the Commission for the Accreditation of Law Enforcement Agencies.
4. Only decisions of the Board acting as a body are binding upon the Chief.
  - a) Decisions or instructions of individual Board members, officers, or committees are not binding on the Chief except in those instances when the Board has specifically authorized such exercise of authority and has advised the Chief of such authority.
  - b) In the case of Board members or committees requesting information or assistance without Board authorization, the Chief can refuse such requests that require, in the Chief's judgement, a material amount of staff time or funds or are disruptive. The Chief will refer such requests to the Chair of the Board.
5. The Board may set direction and policy through a number of instruments:
  - a) Annual Business Plan

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- b) Annual budget
  - c) Annual objectives for the Chief for evaluation purposes
  - d) General policies, such as this Policy Manual
  - e) Specific policy direction of matter of material operational concern that either direct the Chief to take certain actions or require the Chief to establish procedures, instructions, control and reports to achieve the goal of the policy direction.
6. The Chief Peacekeeper will establish operational instructions and procedures as are required to carry out the policies of the Peacekeepers as determined by the Board, to comply with the administrative requirements of the MCK, to comply with policing standards required for accreditation by CALEA or to comply with other legal requirements of the laws of the MCK.
7. In executing policy direction from the Board, the Chief is obliged to provide evidence that he has adequately complied through the provision of sufficient detailed information so that the Board can satisfy itself that its objectives have been met. A simple statement of completion is not sufficient unless deemed to be so by the Board.

### **6.2 Chief Peacekeeper Position - Job Description**

The Board must prepare and adopt a Chief Peacekeeper Position - job description in accordance with the Human Resources requirements of MCK.

The position job description must set out and define the competencies and the proficiency level and associated behaviors for each competency, required of the Chief Peacekeeper. The Board may seek advice from the MCK Human Resources Division in developing and revising the Chief Peacekeeper position job description as well as other nationally accepted standards or competencies for the position.

The Board must consult with citizens regarding the experience, skills and traits that are important for the Chief Peacekeeper before finalizing or revising the position - job description. The process for consultation must include, at a minimum, publication of a draft job description, and an opportunity to provide input to the Board in writing.

### **6.3 Prescribed Qualifications**

The Board must ensure that a person it proposes to recommend for appointment to serve as Chief Peacekeeper meets the qualifications prescribed under the Peacekeeper Law. In making its recommendation to Council and Chief, the Board will affirm that all requirements of the position have been met.

### **6.4 Evaluation of the Chief Peacekeeper**

The goal of the performance evaluation process is to provide the PSB with a formal opportunity to assess the results achieved by the Chief of Police in implementing the Board's business plan and specific objectives set at the beginning of each annual review period.

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Conducting a performance review should be perceived as a positive tool of management. A performance evaluation system promotes a co-operative effort between a Board and its Chief in successfully managing the Peacekeeper Service, and charting its future direction. A performance assessment will be done on an annual basis to ensure open communication is maintained and the wellbeing of the Service is fostered through mutual trust and planning.

### 7. Complaints Against Peacekeepers

#### 7.1. Mandate

The Kahnawà:ke Peacekeeper Law mandates the Peacekeeper Services Board to establish guidelines and procedures for hearing complaints by a Complaints Committee as established by the Peacekeeper Services Board. The PSB will establish a policy and procedures for the hearing of complaints against members of the Peacekeepers and or the Department. These guidelines, policies and procedures will be annexed to the Governance Manual.

### 8. Planning and Budgeting

#### 8.1 Risk Oversight

Risk management forms part of good governance leading practice. Risk management refers to the identification, assessment, and prioritization of risks followed by coordinated application of resources to mitigate them. Risk management can help minimize the effects of unfortunate events or maximize the realization of opportunities. The Board has an important role in assessing public safety risks in the community, risks to the achievement of the Peacekeepers' goals and emerging trends that may, in the future, become risks.

As part of its business planning, the Board will engage in an annual risk management audit, based on a scan of community issues that can involve:

1. Advice from the Chief
2. Public and/or stakeholder input through open meetings, focus groups or other means
3. Input from MCK and staff of MCK
4. A review of previous performance, current financial and operational issues and input from other police services

It is recognized that certain risk areas will require an *in camera* discussion.

The Board will include a section on risks and risk mitigation in its annual business planning. The Board will, at least once a year, review its risk profile to determine the effectiveness of mitigation, new risks or the need to increase effort.

The Chief, as part of his or her regular reporting to the Board, will address risk mitigation.

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### 8.2 Business Planning

The Board, in partnership with the Chief Peacekeeper, will prepare a strategy for the development of the business plan, consistent with the requirements of CALEA Standards, the direction of the MCK and advice from the Administration of MCK.

This plan will be based on:

1. An environmental scan of the community that highlights crime, calls for service and emerging trends within the community.
2. An assessment of the risks that the Board and Chief have identified for mitigation.
3. The results achieved by the Service in relation to the business plan currently in effect
4. A summary of the workload assessments and service delivery evaluations undertaken during the existing business plan cycle.
5. The Board's proposals with respect to the Service's objectives, core business and functions, and performance objectives.

The Board, in partnership with the Chief, will consider when developing the performance objectives, taking into account factors such as:

1. The Peacekeeper's existing and/or previous performance measures.
2. Overall incident and crime statistics, calls for service and public disorder analysis and trends.
3. Other social, demographic and economic factors that may impact on the community
4. Other areas of emphasis as determined through audits, evaluations, direction as provided by MCK.
5. The type of performance objectives, indicators and results being used/achieved in other similar/comparable jurisdictions.
6. The availability of measurements for assessing the success in achieving the performance objectives.
7. Community expectations, derived from the consultation process, community satisfaction surveys, and victimization surveys.

The business plan will include the estimated cost projections for implementing the business plan for each year that the plan covers.

This Board, in partnership with the Chief, will include in the business plan an information technology plan that:

1. Is based on an evaluation of the Service's information technology needs, including its capacity to electronically share information with other agencies, organizations and community groups.
2. Requires the periodic review of key business processes, practices and related technology to identify possible changes that may reduce the administrative workload of front-line officers.
3. Addresses information technology acquisition, updating, replacement and training.

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The Board, in partnership with the Chief, will include in the business plan a Peacekeepers facilities plan that, at minimum, ensures that the Service maintains police facilities that are accessible to the public during normal working hours and that during all other hours public telecommunications access to a communications center.

### 8.3 Succession Planning

A robust and targeted executive succession plan is necessary to ensure the development of a pool of qualified leaders who are able to step into senior positions both in the short term and on a permanent basis.

The Chief shall ensure that there is a succession plan that:

1. Identifies individuals with leadership skills, leadership capability and growth potential.
2. Provides development opportunities for leadership candidates, including but not limited to: utilization of acting positions for the purpose of gaining experience; training programs; educational courses and accelerated learning; secondments; lateral transfers to gain knowledge of different areas of the organization and mentoring.

In order to protect the Board from sudden loss of the Chief's services, the Chief shall ensure that a plan for business continuity is in place and that at least two other Peacekeepers are familiar with Board and Chiefs issues and processes, and shall have appropriate records and documentation that would facilitate continuity of operations.

### 8.4 Budget Planning

It is the role of the Board to prepare an annual budget, in co-operation with the Chief and the Director of Finance. The timing of the budget preparation will be determined by the MCK business and budget planning cycle. In accordance with the Peacekeepers Law, the budget for the Peacekeepers is approved by the Mohawk Council of Kahnawà:ke.

The Chief is responsible for preparing budget material for the Board to consider and recommend to the Chief and Council.

The Chief is also responsible for the effective management of the budget once it has been approved. As such, he or she will put in place a system of financial controls consistent with the administrative policies of MCK, sufficient to mitigate risks of theft or fraud and consistent with the direction of the Board. The Chief will closely monitor expenditures to ensure there are no dangers of budgets being exceeded or that planned spending does take place in accordance with the business plan.

The Chief will provide the Board with a quarterly report on the budget and financial situation of the Peacekeepers Service. The format of this will follow the budget, measure year-to-date performance, clearly identify and explain variances from the budget place and inform the Board of what has been done to manage the situation.

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The Board will set in place rules that determine what funds the Chief can reallocate on his or her own authority and what must be approved by the Board.

### **9. Board Communications and Outreach**

To further the Board's mandate by being open and transparent the Board will provide accurate, credible and timely information through the media; and speaking with one voice on Board policies, decisions and issues.

#### **9.1 Spokesperson for the Board**

The following procedures should guide the designation of a spokesperson and the role of individual Board members in addressing media or public issues.

The Chair or his/her designate is the official spokesperson of the Board and are the only people authorized to speak with media on behalf of the Board. All media inquiries are to be referred to the Chair or the MCK Communications Director for their consideration and guidance.

The Chair or designated spokesperson will be responsible for responding to media inquiries in a timely and appropriate manner. The Chair or designated spokesperson will consult with the Portfolio Chief in developing the Board's position and message.

Where practicable, in instances of a planned news release or news conference, the Chair or designated spokesperson will share the Board's position with Board members prior to public release.

On occasion Board members may be asked to informally comment on matters related to their role on the Board. Members are expected to speak with one voice by reflecting the Board's position and provide thoughtful commentary within the parameters of the confidentiality policy.

If a member disagrees with a decision of the Board, that member will not publicly impugn the Board's decision-making ability, motives or their fellow Board members. Where Board members could be perceived to be in a conflict of interest with an advocacy group, interest group or another board, they must act in accordance with their primary responsibility to the Board.

Board members are accountable for exercising their duties with honesty and providing truthful information, within the parameters of the Board's confidentiality and communications policy. Board members must never reveal details of individual matters or of cases under active investigation. Doing so could lead to removal from the Board.

The Chair or his/her designate is the official spokesperson for the Service Annual Budget.

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### 9.2 Community Relations

The Board will seek to maintain an active web presence through notifications and postings on the MCK website.

The Board will be active in communicating regularly with MCK through the Portfolio Chief, the media and community stakeholders about its work and significant initiatives such as the annual budget, by regularly issuing updates on its activities and decisions.

The Board will be proactive in engaging, educating and hearing from the public by holding open public interest meetings annually on topics of broad community concern or interest. These should inform the business planning process.

The Board will periodically invite primary external partners concerned with crime prevention and/or public safety to meet informally with the Board to discuss their concerns and priorities.

## 10. Board Evaluation

Board self-evaluation provides Board members with an opportunity to:

- Reflect on their individual and collective responsibilities
- Identify different perceptions and opinions among Board members
- Point to questions that need attention
- Use the result as a springboard for Board improvement

While Board members should regularly discuss how the Board is functioning and also provide the Chair with feedback on an informal basis, it is also wise to undertake a more formal review. At the direction of the Chair, members will be asked to complete a **“Meeting Evaluation Form”- (Policy Form #8)** found contained in the policy Section #12 of this manual. Once annually, the Board will undertake a formal review of its own processes. The following sections on the questionnaire will form the basis of the review. Ideally this will take place prior to a business planning cycle.

The purposes of this evaluation are:

1. To ensure that Board’s governance practices are fulfilling its legal responsibilities.
2. To ensure that all Board members fully understand what is expected of them.
3. To continuously improve the overall effectiveness of the Board.
4. To enhance communication and a sense of team among the members.

This evaluation is not for external reporting or to evaluate the Peacekeepers. Rather, it is a self-assessment by Board members of how they are working as a team and how they feel they are performing at an individual level.