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## Chief Constable

### *Are you seeking an opportunity to make a real impact on a city and organization?*

On behalf of the community of Calgary, the Calgary Police Commission is seeking a proven change leader with an extensive background in public service excellence. Working closely with the Commission and Calgary Police Service partners, the Chief Constable will lead the implementation of transformative and progressive strategies that respond to the needs and expectations of the community.

The Chief Constable will establish, nurture and sustain a culture of accountability, transparency, inclusion, empowerment, high performance and continuous improvement. Together with an appropriately structured executive team, the Chief Constable will implement progressive community policing practices, focused on keeping communities safe and preventing crime through integrated and appropriately resourced services. The Chief Constable will create trust-based, reciprocal and valuable relationships with employees, government, community partners, the business sector and the community.

The ideal candidate will bring passion, humility and authenticity, complemented by a post-secondary degree and a career of progressive growth as a senior leader in a large policing or related organization. Senior leadership must include experience developing organization-wide strategy, accountability for budgets and human resources as well as partner relationship management. An equivalent combination of education and experience will be considered.

This role requires an individual who can work effectively with the Calgary Police Commission and other government partners and who can establish and maintain strong relationships with the community who will work with you to achieve community safety goals. If you are a visionary leader, have excellent oral, written, presentation skills and experience as a public spokesperson, demonstrate decisiveness and excellent judgment, political and financial acumen and have earned a reputation as someone who is credible, transparent and who drives results, you will want to explore this exciting opportunity.

Please visit <https://www.mnp.ca/en/career-opportunities/chief-constable> to access the **full position profile** and submit in confidence to Leslie Dornan, Senior Partner MNP at [leslie.dornan@mnp.ca](mailto:leslie.dornan@mnp.ca) by December 21, 2018.



## Position Profile

# CHIEF CONSTABLE

REPORTS TO: CALGARY POLICE COMMISSION

DATE: NOVEMBER 2018

### ABOUT THE CALGARY POLICE SERVICE

Located in Calgary, Alberta, Canada, the Calgary Police Service, in collaboration with other agencies and the citizens of Calgary, strives to preserve the quality of life in the community by maintaining Calgary as a safe place to live, work and visit. It supports the vision for Calgary to be *a great place to make a living, a great place to make a life*. It has created its business plan to align with the five City Council priorities:

- A prosperous city
- A city of safe and inspiring neighborhoods
- A city that moves
- A health green city
- A well-run city

Working in partnership with our communities, the Calgary Police Service provides services such as crime prevention and education initiatives, early intervention programs, law enforcement and criminal investigations. Its services are delivered based on the values and principles of:

- Commit to our community
- Nurture trust
- Foster collaboration
- Drive innovation

The Calgary Police Service has adopted a community policing philosophy, leadership style and organization strategy that promotes a strong relationship between the community and its police.

The Calgary Police Commission is an oversight body created under the Alberta Police Act. The Calgary Police Commission has legislated responsibilities to:

### Calgary Police Service Strategic Priorities

- Strengthen partnerships and promote public trust and confidence
- Build on community policing successes
- Foster a strong and positive workplace experience
- Manage for long-term sustainability

### Calgary Police Service by the Numbers

- Approximately \$460 million budget
- Almost 2,800 FTEs
- 8 police districts
- Two community stations

### Services

- Community presence and engagement
- Response to calls for service
- Crime prevention, education and early intervention
- Criminal investigations and intelligence-led policing
- Traffic safety and education
- Major events management

- Allocate funds provided by City Council, which is done in consultation with the Chief
- Establish policies for efficient and effective policing, such as community policing and the 7-point plan on gender equity
- Ensure CPS has sufficient people to carry out the functions of the service.

The Calgary Police Commission is responsible for appointing the Chief of Police and evaluating their performance. The Commission may issue direction to the Calgary Police Service through the Chief of Police, while the Chief remains responsible for the day-to-day operations of the organization. The Commission also has a role in monitoring the public complaints process, handling complaints regarding the Chief, and any appeals regarding the policies or services of the Calgary Police Service.

Part of the Commission's role involves advocating for legislative and other changes that may enhance the ability of the police service to improve safety and effectively serve the community. Members of the Calgary Police Commission are appointed by Calgary City Council. The current Commission includes nine citizen volunteers and two city councillors. The Commission represents a mix of gender, ethnicity, experience, and perspectives.

The Commission priorities for 2018 are:

- Maintain commitment to the values of transparency and accountability within the Commission and within CPS
- Support CPS leadership to improve employee morale
- Achieve gender equity, diversity and inclusion through implementation of 7-point plan
- Engage in the development of CPS four year budget and business plan
- Participate in Police Act reform process
- Continue oversight of implementation of use of force review recommendations
- Hire a new Chief Constable

## ABOUT THE POSITION

Working closely with the Calgary Police Commission and CPS partners, the Chief Constable will lead the implementation of transformative and progressive strategies that respond to the needs and expectations of the community.

The Chief Constable will establish, nurture, and sustain a culture of accountability, transparency, inclusion, empowerment, high performance and continuous improvement. Together with an appropriately structured executive team, the Chief Constable will implement progressive community policing practices, focused on keeping communities safe and preventing crime through integrated and appropriately resourced services. The Chief Constable will create trust-based, reciprocal and valuable relationships with employees, government, community partners, the business community and the community.

## KEY LEADERSHIP ACCOUNTABILITIES

### Accountability 1: Strategy, Planning and Performance Measurement

- Provide leadership in formulating an inspirational vision and clear strategic directions, goals and objectives, aligned with the priorities of the Calgary Police Commission and the City of Calgary
- Lead the timely implementation of a comprehensive transformation strategy to meet the service, financial and efficiency goals of the Calgary Police Service
- Develop and implement processes and practices to identify needs and expectations of oversight bodies, funders, partners and Calgarians as well as social, economic and law enforcement trends that will impact the delivery of services
- Using evidence about current crime and organizational change trends, evaluate the Calgary Police Service's ability to meet needs and address future conditions or issues
- Articulate and communicate CPS's philosophy of community policing and ensure it is reflected in all programs and services
- Ensure there is a comprehensive but clear and simple performance measurement system that ensures a 'direct line of sight' between goals and results and consistent, thorough reporting to all partners
- Create and implement strategies to position the organization 7 to 10 years in the future by anticipating and acting on trends
- Translate the strategic plan into operational/business plans and communicate to all employees, partners and citizens
- Develop and implement strong risk management practices

### Accountability 2: Organizational, Operational and Financial Leadership

- Develop, sustain and lead a high performance, respectful, and inclusive culture and environment where multiple perspectives are sought, risk is mitigated, innovation is encouraged and all employees are committed to excellence in service delivery
- Build and sustain a cohesive, collaborative senior management team which are committed to the best interests of the Calgary Police Service and the community
- Establish strong human resource policies and practices that ensure highly qualified staff are recruited and retained, performance expectations are clearly defined, workforce development and succession management are effectively implemented and compensation and reward structures are appropriate
- Ensure the development, implementation and maintenance of an effective organizational structure
- Establish a service delivery model that optimizes service delivery while managing financial resources and keeping staff safe and healthy
- Establish operational performance indicators within the performance measurement system that allow for consistent and valid monitoring of organizational performance

- Develop and implement strong budgeting, forecasting and financial reporting processes
- Monitor the overall performance of the organization to ensure adherence to Commission direction, established budgets and performance standards in the consistent delivery of public safety services
- Establish processes and procedures to collect and analyze relevant data and information to inform decision-making regarding policy, program and service delivery initiatives

### **Accountability 3: Calgary Police Commission Support**

- As the official link between the Commission and Calgary Police Service employees, ensure formal communication and the appropriate sharing of information between the Commission and staff
- Advise and assist the Calgary Police Commission in the development of policies, strategic priorities, programs, services and new initiatives in response to identified needs as well as provide up-to-date information about changing environmental landscapes
- Ensure formal written documentation including reports, background information and briefing materials are prepared and presented to the Calgary Police Commission as required to support directional decisions, the development of policy and reporting to the City of Calgary as well as to ensure the Commission is appropriately informed of progress

### **Accountability 4: Public Relations and Partner Relationship Management**

- Perform effectively as a spokesperson for the Calgary Police Service
- Establish and oversee the execution of multi-faceted communication strategies and channels to ensure internal and external stakeholders, including Calgarians are aware of the services provided by the Calgary Police Service, the major programs and initiatives and their benefits and CPS's progress towards goals
- Foster productive, mutually respectful and effective working relationships with media, government officials, community service delivery partners, associations and unions, Indigenous communities and the business community to ensure progressive, holistic and evidence based approaches to community safety are implemented
- Represent the Calgary Police Service at official and community functions

## **ABOUT THE EDUCATION, EXPERIENCE AND COMPETENCY REQUIREMENTS**

The Calgary Police Commission relies on the knowledge, skills and experience of the Chief Constable to ensure the organization's success. The ideal candidate will have a specialized background and many unique competencies.

A proven change leader with an extensive background in public service excellence, the ideal candidate will have a demonstrated successful track record modernizing public safety organizations and establishing a collaborative, inclusive culture and leading transformational change, such as those outlined in the Commission's 7-point plan. The ideal candidate will bring passion, humility and authenticity, complemented by a post-secondary degree and a career of progressive growth as a senior leader in a large policing or related organization. Senior leadership must include experience developing organization-wide strategy, accountability for budgets and human resources as well as partner relationship management. An equivalent combination of education and experience will be considered.

This role requires the ability to work effectively with the Calgary Police Commission and other government stakeholders and establish strong, trust-based relationships with partners who will work with you to achieve community safety goals.

If you are a visionary leader, have excellent oral, written and presentation skills and experience as a public spokesperson, demonstrate decisiveness and excellent judgment, political and financial acumen and have earned a reputation as someone who is credible, transparent and who drives results, you will want to explore this exciting opportunity.

**Competency Requirements**

<p><b>Humble, Ethical and Authentic Leader</b></p>	<ul style="list-style-type: none"> <li>• Keeps the public interest and greater good of Calgary Police Service in mind at all times</li> <li>• Dedicated to public service</li> <li>• Makes principle-centered decisions</li> <li>• Assumes responsibility, accountability and follows through when making commitments</li> <li>• Demonstrates sincerity, honesty, respect, empathy and adherence to standards and values of the Calgary Police Service</li> <li>• Maintains composure and perspective in difficult or volatile situations, manages stress effectively, takes setbacks in stride, brings situations under control and not threatened by ambiguity and conflict</li> </ul>
<p><b>Persuasive and Transparent Communicator</b></p>	<ul style="list-style-type: none"> <li>• Defines the principles and framework of effective organizational communication</li> <li>• Actively listens to messages being communicated by stakeholders</li> <li>• Uses story-telling to communicate ideas</li> <li>• Articulates complex ideas in a clear, understandable way</li> <li>• Designs and successfully executes an effective media strategy</li> <li>• Creates and conducts powerful presentations to small and large groups</li> <li>• Develops well-constructed documents and reports</li> <li>• Provides sound, credible and thorough information to the Calgary Police Commission and ensures the Commission is appropriately informed of issues</li> <li>• Effectively facilitates meetings and discussions to assist participants in reaching shared decisions and fostering positive relationships</li> <li>• Communicates clearly, concisely and effectively with a wide variety of audiences (both internally and externally) in small personal settings, group sessions or through the media</li> </ul>
<p><b>Catalyst for Change, Empathetic Facilitator</b></p>	<ul style="list-style-type: none"> <li>• Establishes a shared vision and common goals and creates the environment where the organization can achieve them</li> <li>• Has broad knowledge and perspectives, adopting a long-term view of organizational strengths, weaknesses, opportunities and risks in a changing operational environment</li> <li>• Clearly articulates a practical vision for the future, a credible case for change / enhancement and to influence and inspire others to work as part of a team toward that vision</li> <li>• Ensures a respectful, fair, collaborative and compassionate workplace</li> <li>• Demonstrates sincere commitment to the safety and well being of the workforce</li> </ul>

	<ul style="list-style-type: none"> <li>• Identifies critical financial and operational issues that will have an impact on the organization</li> <li>• Recognizes the changing environment and the need for effective and true partnerships with Indigenous organizations and governments, community-based organizations and other levels of government</li> </ul>
<b>Collaborative, Innovative and Courageous Consensus Builder</b>	<ul style="list-style-type: none"> <li>• Promotes cooperation, collaboration and partnerships between individuals or groups both within and outside of the Calgary Police Service, ensuring everyone understands each others’ roles, responsibilities and contributions</li> <li>• Values diversity and inclusion within the Calgary Police Service</li> <li>• Understands and respects the role of the Calgary Police Commission, City of Calgary and executive management</li> <li>• Understands complex political situations and determines effective strategies to maximize opportunity and minimize risk</li> <li>• Gains and effectively uses knowledge of formal and informal political, social and organizational structures and relationships to achieve positive change</li> </ul>
<b>Results Driven Planner</b>	<ul style="list-style-type: none"> <li>• Incorporates the needs of stakeholders when setting standards, corporate strategies and organizational direction</li> <li>• Sets goals and priorities that maximize the use of resources available to consistently deliver results based on Commission direction and stakeholder expectations</li> <li>• Driven to meet a high standard of performance</li> <li>• Facilitates the implementation of strategies to achieve defined service expectations and superior service delivery</li> <li>• Monitors progress towards a goal, anticipates problems and makes adjustments when necessary</li> <li>• Employs advanced quality / continuous improvement techniques and strategies to optimize systems and improve organizational effectiveness</li> <li>• Holds herself/himself and others accountable</li> </ul>
<b>Prudent Manager</b>	<ul style="list-style-type: none"> <li>• Understands the financial model of the organization and the elements that impact the model and financial performance and sustainability</li> <li>• Implements strong budgeting, financial reporting and monitoring processes</li> <li>• Implements a risk-based approach to financial management and ensures appropriate policies are in place</li> </ul>

We ask that individuals with an interest in further exploring this exciting opportunity contact:

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# About Calgary

## Calgary Region

Calgary's citizens enjoy a lifestyle envied by many. The City Region has all the benefits of a large metropolitan and sophisticated centre enjoyed in a relaxed and friendly lifestyle typical of Calgary's legendary western hospitality. Calgary's dynamic and innovative spirit, superior workforce, and clean and safe environment make Calgary a world-class city and a global business choice.



## What is the Calgary Region?

The Calgary Region is made up of the 15 communities that surround the city. These communities are comprised of towns and cities of different geographic and population sizes. This region represents a diverse economic environment that includes: agriculture; manufacturing; transportation and logistics; film, television and creative industries; and conventional and unconventional energy. Calgary's geographic location and size makes it a major urban centre for the southern half of the province of Alberta.



There's an energy in Calgary that exhilarates, invigorates and motivates. It's a place of big skies and big ideas. Nothing is etched in stone, anything is possible and everything is on the horizon, including a Rocky Mountain playground that will take your breath away. Calgary is a city of opportunity that attracts people from around the world seeking a great place to make a living and a life. More than 29 per cent of the population immigrated from elsewhere in the world and Calgary is home to people with 240 different ethnic origins.

Calgary is an economic force and a catalyst for today's trailblazers. There's an intense, urban vitality here that unleashes the bold, can-do spirit of entrepreneurs and innovators, artists and athletes. Our city's vibrancy and competitive spirit drive commerce, culture and sport. In every endeavour, we are risk-takers and visionaries, and we are thriving. Our lifestyle is active, our perspective is global and our Western values run deep. Volunteerism is in our blood. A handshake still means something. And who you are is more important than who you know or where you're from. This is a diverse city that embraces change and change-makers, and supports and sustains its communities and its people. There is opportunity here – to start a business, start a new life or start an adventure. And everyone is welcome to be part of the energy.

Global municipal competitiveness surveys have consistently ranked Calgary's people as the city's best attribute. Calgary has one of the best educated populations in North America and has highest proportion of citizens with STEM degrees in Canada. The city is also home to the highest concentration of corporate headquarters and second highest small businesses per capita in Canada.

## Lifestyle Location Advantages

Imagine being an hour's drive away from the spectacular Rocky Mountains. For Calgarians, this is a reality, along with easy access to Banff, Canmore and Jasper.

## Calgary's Tax Advantage

Calgarians enjoy a low tax regime: With no provincial sales tax, no payroll tax, no health care premiums and the lowest fuel tax among provinces, Albertans across all income ranges will generally continue to pay the lowest overall taxes compared to other provinces.

## Calgary's Lifestyle Advantage

Calgary's citizens enjoy a lifestyle envied by many. The City has all the benefits of a large metropolitan and sophisticated centre enjoyed in a relaxed and friendly lifestyle typical of Calgary's legendary western hospitality. Calgary's dynamic and innovative spirit, superior workforce, and clean and safe environment make Calgary a world-class city and a global business choice. Calgary

has a lifestyle focused on family, community and wellness. Calgary is a community rich in the arts, culture, entertainment and leisure activities and venues. Calgary boasts the most extensive urban pathway and bikeway system in North America (700 km along rivers, 260 km of on-street bikeways), along with abundant green space and parks (3,000 sites).

**Cultural Events and Attractions**

Major cultural events draw over three million in attendance to downtown festivals annually, and the city houses world-class attractions and sporting amenities, including:

- Calgary Stampede
- Calgary Zoo
- WinSport Canada's Canada Olympic Park
- Canada's Sports Hall of Fame
- Heritage Park
- Fort Calgary
- TELUS Spark Science Centre



**Climate & Weather**

The Calgary area enjoys a mild and ever-changing climate. During the summer months the temperatures can vary dramatically, with temperatures soaring into the 30s and dropping far below that during the night. Calgary has the sunniest winter months with an average of 2,300 hours of sunshine annually.



Because of its close proximity to the mountains the region has become famous for its Chinooks; a warm, dry wind, most noticeable in the winter, that causes the temperature to rise above freezing.

Calgary is ranked first out of Canada's 100 largest cities by Environment Canada for the sunniest days year-round and in the winter.

**Calgary Stampeders** – The Calgary Stampeders is Calgary’s professional Canadian football, competing in the West Division of the Canadian Football League. The Stampeders play their home games at McMahon Stadium and are the third-oldest active franchise in the CFL.



**Calgary Flames** - are a professional ice hockey team based in Calgary, Alberta. They are members of the Pacific Division of the Western Conference of the National Hockey League. The Flames play at the Scotiabank Saddledome, a multi-use indoor arena located in Stampede Park in the southeast end of downtown Calgary. The facility also hosts concerts, conferences and other sporting championships, and events for the Calgary Exhibition and Stampede.

**lifeincalgary.ca**

Calgary Economic Development has developed lifeincalgary.ca, a one stop resource for people considering a move to Calgary, providing information on everything from homes and communities, to education and arts and culture. To learn more about Calgary's lifestyle advantage, visit LifeinCalgary.ca



Calgary is a bustling and vibrant urban centre, surrounded on all sides by boundless nature. Calgary sits in the sunny eastern foothills of Canada's Rocky Mountains in the heart of Alberta, where the Bow and Elbow rivers meet. It is the major urban centre for the entire southern half of the province of Alberta, and is surrounded by an area of profound beauty with an unspoiled, resource-rich natural environment. A province in Western Canada, Alberta is located along the Canada-U.S. border in the northern half of the North American continent. The city itself is ringed by 19 municipalities and jurisdictions, each with its own characteristics and unique appeal.