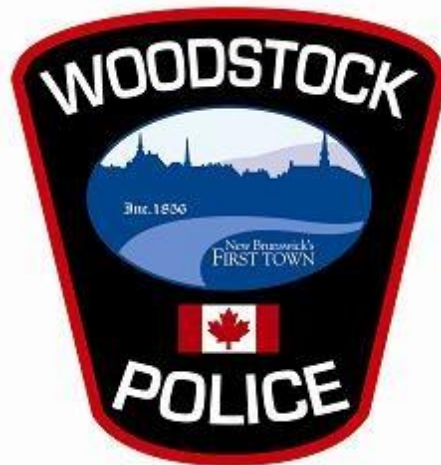




Woodstock Police Force *2021 Strategic Plan*

31 January 2021

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Introduction...

Our WPF 2021 Strategic Plan was staff authored following conclusion of our 2020 Strategic Plan that resulted in an

81% completion of associated objectives. Similar to last year's effort, police and civilian staff of the Woodstock Police Force collaborated to consider what we were doing well, and what we might improve upon and/or do differently in 2021. In doing so, our goal was to demonstrate ongoing organizational change guided by grass roots ideas in several key areas including education, transparency, partnerships, wellness, and efficiencies.

Additionally, our strategic planning aimed to nurture organizational self-awareness and concession that we must never take public trust for granted...that it must be continually earned through transparency in all we do; or to be held accountable should we fail in that regard. The need to partner and communicate with our community, emerged as a critical component of our strategic planning efforts.

We respectfully submit our WPF *2021 Strategic Plan* so that we may not only establish our public safety objectives moving forward, but to report openly on the results. This commitment we pledge to the citizens of Woodstock.

Members and Staff of the Woodstock Police Force

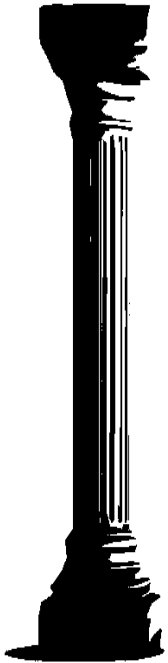
Our Mission Statement...

The Woodstock Police Force is committed to proudly serving our community with integrity and equality toward all people.



Our Core Values...

The Woodstock Police Force shall uphold the following core values as the guiding approach to our public safety mandate and commitment to community. We shall be...



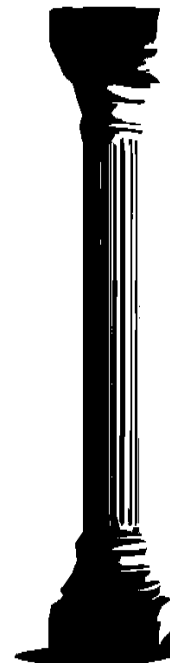
Accountable

Professional

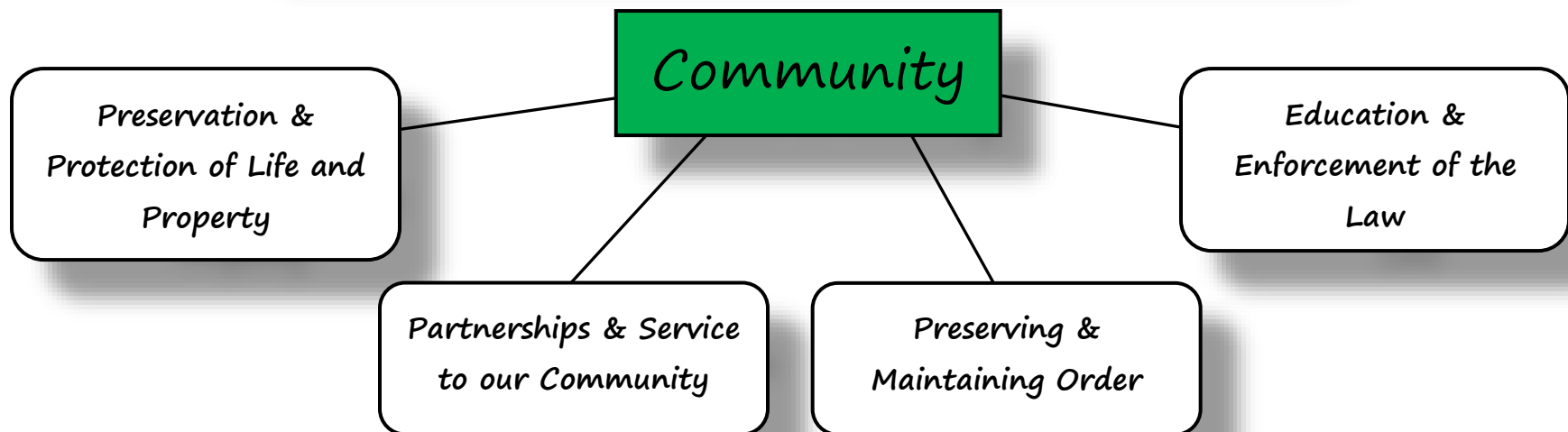
Transparent

Ethical

Impartial



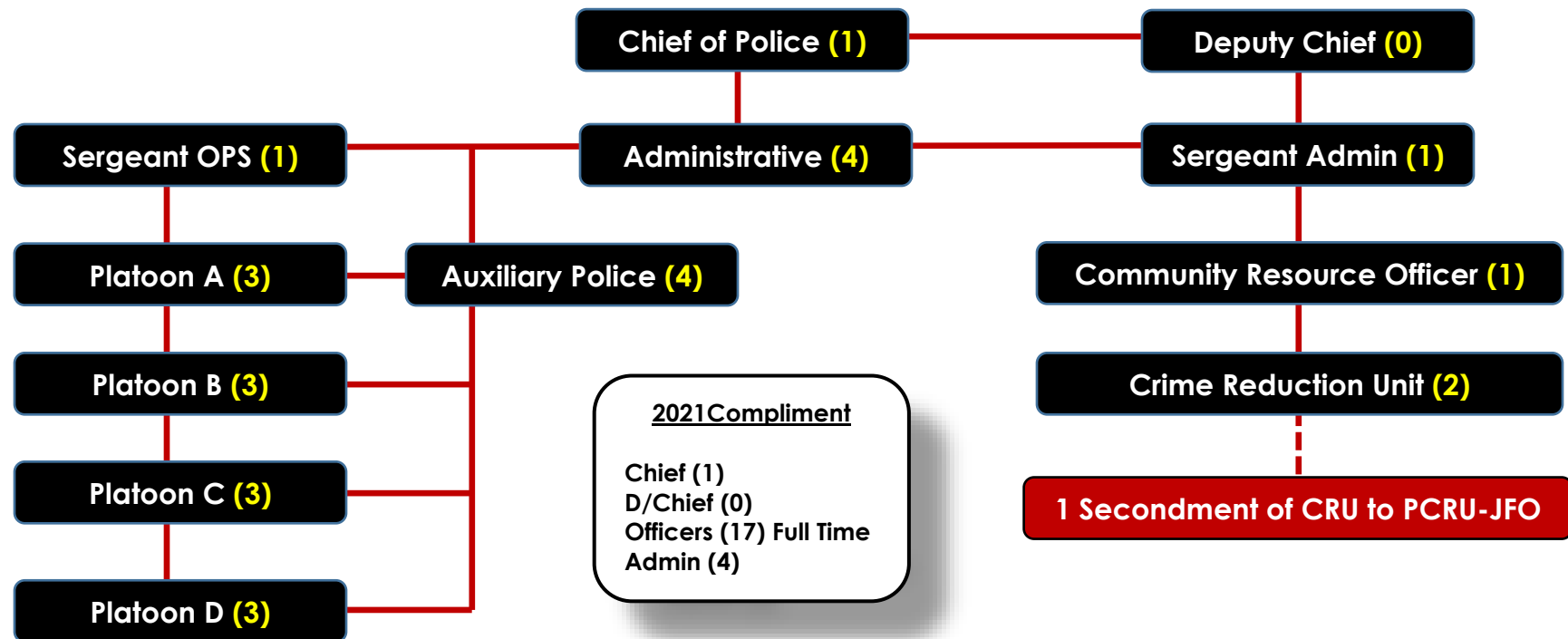
Our Key Policing Responsibilities...



Our 2021 Organizational Chart...

The Woodstock Police Force provides **24/7 coverage** within and for the Town of Woodstock, New Brunswick.

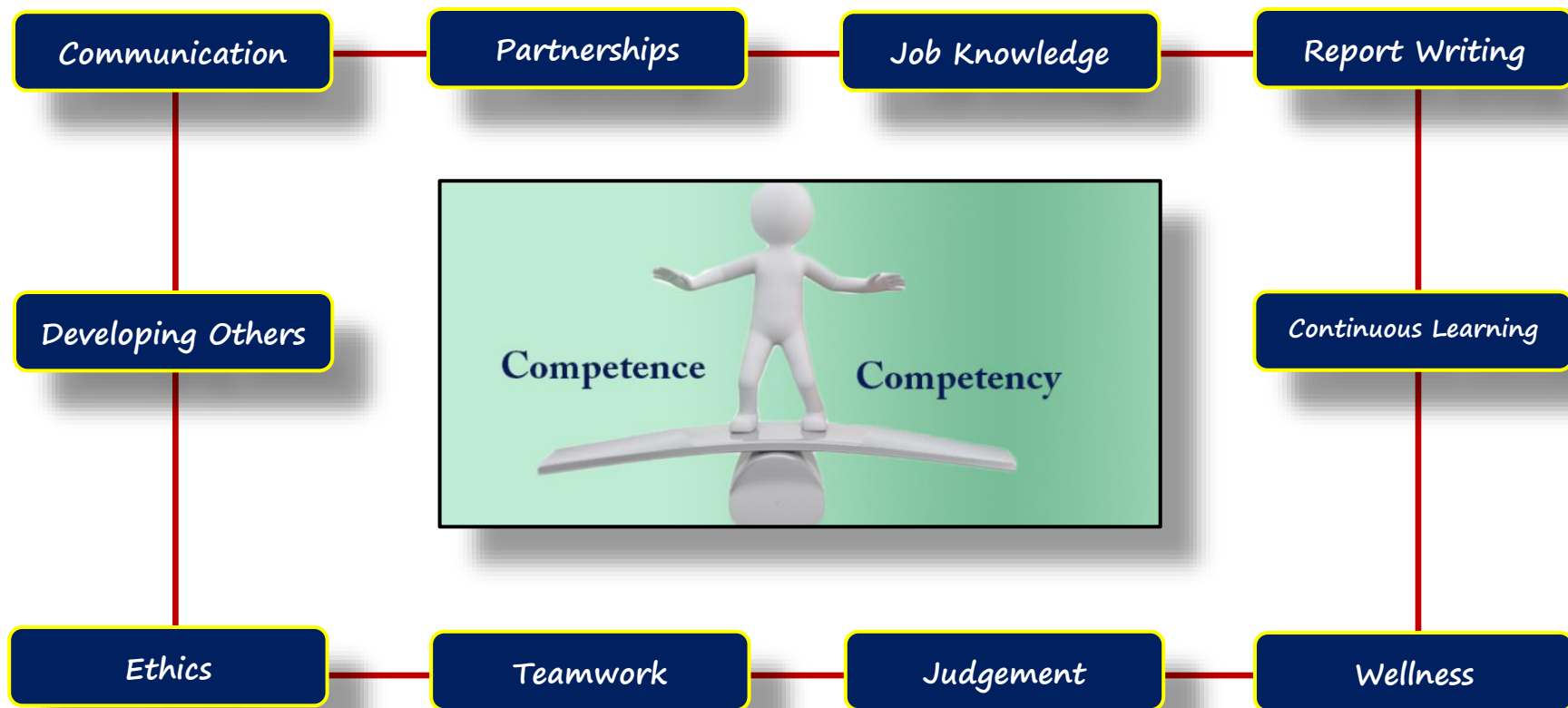
Policing a culturally diverse population of 5,228, the police force is comprised of a Chief of Police (1), 17 full-time officers, 4 administrative staff, and 5 Auxiliary police officers.¹ The police force's deputy chief position remains vacant at this time in favour of resource support to other areas of primary general/emergency response.



¹ Population information found at <https://www.town.woodstock.nb.ca/p/statistics> as accessed on-line by G. Forward 25 February 2021.

Our Competencies...

The Woodstock Police Force endeavours to develop in these and other areas of expectation in support of our personal growth and public safety service commitment (please see pages 23-29 for complete list).



Strategic Plan: Categories...

Prior to classifying pertinent and reasonably achievable objectives in our plan, it was necessary to first

establish and prioritize broad categories of relevance related to our mission statement, core values, policing responsibilities, and employee wellness. Our discussion identified 8 categories as integral to our mandate.

Education/Communication

Accountability/Trust

Employee Wellness

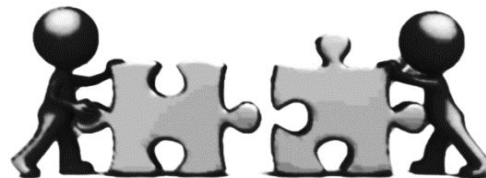
Partnerships/Efficiencies

Intelligence

Equipment & Training

Enforcement/Visibility

Administration



Strategic Plan Category 1: Education/Communication



This category encourages objectives specific to proactive communication and education intended to raise community awareness related to key public safety information and issues.

Item	2021 Education & Communication Objectives	Owner	% Completed
1	Implement social media coordinator (routine order posting)	Chief	100%
2	Routine social media "request public assistance" submissions (minimum 1 per month)	Social Media Co.	100%
3	Completion updates of WPF web-site	Chief	100%
4	Issue one "message from the chief" per month to public on various public safety issues	Chief	100%
5	Pamphlet design and issue (cyber bullying, Internet safety) by CRO	CRO	100%
6	CRO presentations (min 10 presentations per school per term)	CRO	100%
7	Holiday season PSA's minimum 2 (impaired and road conditions)	CRO	100%
8	Radar sign at minimum 9 areas of concern per annum (March to October) one per month	Sgt OPS	90%
9	Amber Alert policy to ensure missing youth or emergency notification is immediate	Social Media Co.	100%
10	Operate and maintain Instagram social media	Social Media Co.	100%
11	Operate and maintain WPF Facebook social media	Social Media Co.	100%
12	Operate and maintain Twitter social media	Social Media Co.	100%
13	Town Hall session related to ATV issue	WPF/TOW	100%
14	TBD		
15	TBD		

Strategic Plan Category 2: Accountability & Trust



This category recognizes and prioritizes our commitment to building public trust through community engagement and transparency in all we do.

Item	2021 Accountability & Trust Objectives	Owner	% Completed
1	Upload of non-operational or intelligence Routine/Standing Orders to web-site	Administration	10%
2	Establish Citizen Policy Review Committee: Discussion and input into WPF policies	Chief	0%
3	Host community discussion related to "de-escalation vs. Use of Force"	Chief	0%
4	Upload of citizen reviewed policies to web-site x 4 minimum	Administration	0%
5	Upload of 2020 Annual Report to Web-site	Administration	100%
6	Upload of 2021 Strategic Plan to Web-site	Administration	100%
7	Annual notification to public/media WPF related to police act investigations	Chief	100%
8	Upload of strategic plan business cases to web-site via 2021 Strat Plan	Administration	100%
9	Develop policy on social media related to police officers	Chief and CPRC	90%
10	Take part in minimum three policing standards audits per annum	Chief	100%
11	Advanced social media notification to public related to "distracted driving" enforcement	Sgt OPS	100%
12	RTIPPA policy and forms readily available to public on WPF web-site	Administration	75%
13	Submit a 12-question community/public survey related to assessment of service	Chief and CPRC	0%
14	Messaging related to the question: Are we doing our job, or neglecting our job?	All	100%
15	Each member to sign our Strat Plan in support of its ideological content	All	100%
16	Include our conduct complaint history (Police Act) as part of Strategic Plan submission	Chief	100%
17	Complete entire staff training session on MACC "Cultural Competency" by 1 April 2021	All	100%
18	TBD		

Strategic Plan Category 3: Enforcement & Visibility



This category identifies community need for its police service to be continually visible and available to educate and enforce breaches of associated federal, provincial, and municipal statutes as and when required.

Item	2021 Enforcement & Visibility	Owner	% Completed
1	Maintain 2 Information's to Obtain (ITO's) per annum	CRU	100%
2	1 judicial authorization per quarter (total 4)	CRU	75%
3	Establish Platoon Road Check Coordinator (Routine Order)	Chief	100%
4	1 road check per month per platoon (summer & fall)	All Platoons	100%
5	2 annual "distracted driving" events (first session warning, 2 nd session prosecution)	All Platoons	50%
6	Participate (CRU) in a JFO related to Drug Trafficking	CRU	100%
7	Each platoon to conduct 1 "plain clothes" detail per quarter/annum	All Platoons	100%
8	Create and communicate a schedule for the above with calendar reminders	Sgt. OPS	100%
9	Each platoon to conduct and report on curfew checks each evening shift-min 2 p/week	All Platoons	100%
10	CRO/CRU to work 1 evening shift per month (between June and October)	Sgt. Admin	100%
11	Institute 2 ORV "patrol" effort per month between April - Oct (equipment) pending	Sgt OPS	50%
12	CRU to look at 2 ITO's per annum targeting contraband	CRU	50%
13	Spring/Summer/Fall bike patrols - pending	CRO/Platoons	100%
14	No officer in HQ building between 0730 - 0900 and 1600 - 1730 (visible on patrol)	All Platoons	100%
15	1 beat patrol x 2 officers each platoon cycle (April through October)	All Platoons	100%
16	CRO school liaison scheduling in each of three schools	CRO	100%
17	1 summer public event for kids (partner with fire and COJO) for kids	CRO	100%
18	Look at property, IPV, fraud crimes in 2020 to build proactive response in 2021	Sgt's OPS/Admin	100%
19	TBD		

Strategic Plan Category 4: Intelligence

This category addresses our ongoing need to ensure sharing of information (intelligence) specific to our operations, proactive education/enforcement, and public safety engagement.



Item	2021 Intelligence	Owner	% Completed
1	Weekly WPF attendance to PIIC meetings x minimum 10 per year	CRU/CRO	100%
2	DOR submissions to LEA (FPF-RCMP) x 4 per month	CRO	100%
3	Attend provincial integrated intelligence meetings x 2	Sgt Admin	100%
4	Attend annual provincial client assessment meeting x 1	Sgt Admin	100%
5	Attend 2 intelligence meetings per/annum	Sgt Admin	100%
6	Increase source development by 10% over previous year	CRU/CRO	100%
7	Establish Intelligence Coordinator Routine Order and selection	SGT Admin	100%
8	Probation Services Coordinator Routine Order and selection	Sgt OPS	100%
9	Prolific Offender Coordinator Routine Order and selection	Sgt Admin	100%
10	Social Media Coordinator posting Routine Order and selection	Chief	100%
11	Receipt of DOR's from RCMP and FPF x 10 per year	Sgt Admin	100%
12	Routine Order Re-post of Crime Stoppers Coordinator	Sgt Admin	100%
13	TBD		
14	TBD		
15	TBD		
16	TBD		

Strategic Plan Category 5: Administration



This category captures and prioritizes key administrative responsibilities of the force, legislative changes, employer/employee relations, and non-operational updates to the Civic Authority as required by the *New Brunswick Police Act*.

Item	2021 Administration	Owner	% Completed
1	2 nd CRU position - If introduced by JFO or surplus to compliment increase	Chief	100%
2	Re-write draft collective agreement	Chief/Town	100%
3	Complete collective agreement negotiations	Chief/Town/UBC	100%
4	Implement In-custody file Crown approval	Crown Coordin.	75%
5	Create schedule for CRU/CRO	Sgt Admin	100%
6	Re-organization of "O" drive	Administration	50%
7	Re-Org of Admin and Operational Manuals	Administration	25%
8	Update "non-Union" administrative policy with Town	Administration	10%
9	WPF "Stop-it" program	Admin/J.W.	100%
10	Town of Woodstock department head meeting attendance - min 1 per week	Chief/Designate	100%
11	Twice monthly council attendance by Chief or designate	Chief/Designate	100%
12	Monthly public safety "protective services" report to council	Chief/Designate	100%
13	Annual report submission to council	Chief	100%
14	Annual strategic planning report to council	Chief	100%
15	1 employer/employee meeting per quarter minimum or as needed	Collective Agree.	100%
16	Monthly "safety" committee meeting by chief and association member	Collective Agree.	100%
17	WPF 5-year plan capital submission to Town (Director/Clerk of Admin)	Chief	100%
18	Attendance by chief at bi-annual NB Chiefs conference	Chief	100%
19	Submission of daily WPF Covid report to GNB via FPF x 5 each week	Chief	100%
20	Request through to Civic Authority for delegation of peace officer appointment	Chief/NBPA	100%
21	Implement "release tracking" templates toward inter-agency information sharing	Administration	100%
22	Review and update administrative job descriptions x 4	Admin Team	100%

Strategic Plan Category 6: Employee Wellness



This category emphasizes the importance and support of our employees' morale, health, and wellness.

Item	2021 Employee Wellness	Owner	% Completed
1	Establish quiet work space office (in unused jail cell or other location)	Chief/Budget	100%
2	Renovation to staff change room	Chief/Budget	10%
3	Post for Wellness Coordinator (routine order)	Chief	100%
4	2 Staff/Family BBQ's (June and September)	Wellness Coord.	100%
5	1 summer staff event	Wellness Coord.	100%
6	Recognition and celebration of staff birthdays and special events (e.g., years of service)	Chief	Yes - Ongoing
7	Wellness checks of each staff member x 2 annually	Wellness Coord.	100%
8	Health - Biggest Loser Event and Town/departamental support	Wellness Coord.	100%
9	2 annual associated wellness presentations (diet, sleep, stress, retirement)	Wellness Coord.	0%
10	Clean up and equip a wellness/exercise room	Open to all	0%
11	Develop and implement CISM policy (serious incident debriefing option)	Chief	10%
12	Establish budget line for wellness	Chief/Budget	100%
13	30-minute wellness break each shift Routine Order	Sgt's OPS/Admin	0%
14	Peer performance observations x minimum of 4 per staff member per annum	Open to all	100%
15	Semi-annual growth and development evaluation/discussion	Chief/NCO's	100%
16	Pilot Project - scheduling to accommodate developmental opportunities and wellness	Chief	100%
17	Implement monthly staff newsletter (Piktochart)	Chief	100%
18	Internal employee satisfaction survey (confidential)	Chief	100%
19	Police force composite completion	Chief	100%
20	Offer and provide Covid vaccination registration process to all staff	Chief/GNB	100%
21	Vaccination completion of any staff wishing to take part	Open to all	100%
22	TBD		

Strategic Plan Category 7: Partnerships and Efficiencies

This category looks to partner with like-minded stakeholders related to public safety initiatives and to find efficiencies intended to make the best use of our budget and resource support.



Item	2021 Partnerships and Efficiencies	Owner	% Completed
1	Routine Order on Court cancellation notification by "workflow" and email	Chief/Admin	75%
2	Courts - Further develop court overtime reduction strategy	Court Coordin.	90%
3	Implement Jail cell commissioner hiring process	Sgt OPS/Admin	100%
4	MACC toward ongoing police presentations to members related to orientation	CRO/Chief	100%
5	Horizon Health (community impaired driving initiative)	Chief/Sgt Admin	100%
6	M.A.D.D./T.A.D.D. (community impaired driving initiative)	Chief/Sgt Admin	100%
7	Ambulance NB (community impaired driving initiative)	Chief/Sgt Admin	100%
8	Woodstock Fire (community impaired driving initiative)	Chief/Sgt Admin	100%
9	Rotary Club (community impaired driving initiative)	Chief	100%
10	GNB/RCMP/FPF/WPF Joint Force Operations Initiative and MOU	CRU	100%
11	RCMP/WPF x4 OPS events in 2021	CRU	100%
12	Crown (policy development) R vs Golden and e-disclosure initiative	Chief/Admin	100%
13	GNB funded training through policing standards (cyber)	Sgt Admin	100%
14	Quarterly submission to GNB Probation Services related to arrests and curfew checks	Sgt OPS	100%
15	Monthly attendance to Woodstock Crime Stoppers by CS Coordinator	CS Coordinator	100%
16	Attend Domestic Violence Review Committee meetings - 1 per month (NBACP rep)	Chief	100%
17	Attend quarterly "Changing Directions" community meetings - 4 per year (NBACP rep)	Chief	100%
18	Consult and take part in Salvation Army/Woodstock Clergy "Transient Program"	Chief	100%
19	WPF to partner with Special Olympics Polar Plunge - Law Enforcement Torch Run event	CRO	100%
20	Oversight and completion of "queued" IPV files by April 2021	IPV Coordinator	100%

Business Case Submissions - Suggested Administrative & Operational Efficiencies			
1	BC toward the purchase of an evidentiary/crime scene drone (N/A via GNB MOU)	Open to All	n/a
2	BC toward the purchase of 1 additional primary support firearms (carbines)	Use of Force Co.	0%
3	BC toward the purchase of a high-risk entry officer safety ballistic protection	Use of Force Co.	100%
4	BC toward the purchase of WPF professionalization/modernization of tunics	Chief/Capital	100%
5	BC toward the "evergreening" capital purchase of body worn cameras (capital)	Chief/Capital	100%
6	BC toward the capital purchase portable Live Scan (Capital request for 2022)	Chief/Admin	100%
7	BC toward the purchase of all WPF building doors (Capital request upgrade for 2022)	Chief/Sgt Adm	100%
8	BC toward the capital purchase of a security card entry system into building	Chief/Sgt OPS	0%
9	BC toward the renovation of a private interview room on main floor	Chief/Capital	100%
10	BC toward the "evergreening" of WPF fleet marked units	Chief/Capital	100%
11	BC toward the purchase of ergonomic workstations (2020 Work Safe NB recommend)	Sgt Admin	100%
12	BC toward the purchase of cell phones for NCO's (Corporals) - CRU- CRO	Open to all	0%
13	BC toward the purchase of an Intoxilyzer (impaired driving)	Chief/Partners	100%
14	BC toward the purchase of 2 monitors per computer for report writing purposes	Open to all	100%
15	BC toward the purchase of report writing and administrative cubicles (Covid protection)	Open to all	100%
16	BC toward the purchase of car cleaning pressure wash and semi-annual interior detailing	Open to all	100%
17	BC toward the purchase and renovation of a wellness/exercise Room	Open to all	0%
18	BC toward 1 or 2 positions attendance at Versaterm conference (Sgt and Admin)	Administration	0%
19	BC toward the reparation of back building wall	Sgt Admin	100%
20	BC toward the retro-fit of front entry way (public access, safety, and security)	Chief/Sgt Admin	100%
21	BC toward reparation of kitchen window	Chief/Sgt Admin	100%
22	BC toward reparation of floor adjacent to kitchen	Chief/Sgt Admin	100%
23	BC toward the purchase of two (2) ATV trail patrol vehicles (capital)	Open to all	0%
24	BC toward the purchase of 2 bicycles for trail patrol - Implementation by PD	Open to all	100%
25	BC toward the purchase of an Internet connection drive for CRU mobility	CRU	100%
26	BC toward the purchase of community "Check Cards" by police	Open to all (J.C.)	100%
27	BC toward the purchase of building main level flooring	Sgt Admin	100%
28	TBD		

Strategic Plan Category 8: Equipment and Training



This category considers and identifies our equipment and training needs in 2021 and beyond.

Item	2021 Equipment and Training	Owner	% Completed
1	Rain suits (3)	Clothing Comm.	100%
2	Matching clothing-uniforms (3)	Clothing Comm.	100%
3	Maintenance contract (copier)	Sgt OPS	100%
4	WPF Masks (PPE) for officer safety and uniformity	Clothing Comm.	100%
5	Ventilation System replacement project completion	Sgt Admin.	100%
6	Jail Cell retro-fit project completion	Sgt Admin.	100%
7	Windows replacement and interior esthetics	Sgt Admin.	100%
8	Implementation of MDT (in-car laptop)	Chief/Sgt OPS	100%
9	E-ticketing implementation	Administration	100%
12	E-Disclosure implementation (conclude pilot project and move to full implementation)	Administration	100%
13	GNB computer encryption card log-in (security)	Administration	100%
14	BWC back-up camera purchase x 3	Chief/Capital	100%
15	Officer identification (badges and holders)	Chief/Budget	75%
16	Radar for new vehicle	Chief/Budget	100%
17	Add additional WAN/Network line to admin area and commissioner's office	Chief/Budget	100%
18	TBD		
19	TBD		
20	TBD		
21	TBD		
22	TBD		
23	TBD		
24	TBD		

Training			
1	MACC Cultural Competency (spring) training	Sgt Adm/MACC	100%
2	Search and Seizure training (fall)	Chief	100%
3	Notebook proper submission (plus 2 inspections per annum)	Chief	50%
4	PAC communication model	Chief	100%
5	Report writing training	Sgt OPS	100%
6	Ryan Holiday Books x 3 issued to all members	All	100%
7	CPKN training availability to all members toward growth (budget withstanding)	All	100%
8	First Aid - CPR (as required to ensure everyone is up-to-date and compliant)	All - Sgt Admin	100%
9	Cyber x 2 trained personnel at APA via on-line or in-person (GNB funded)	Sgt Admin	100%
10	2 nd Use of Force Instructor (Routine Order posting)	Sgt OPS	100%
11	Annual fall "block" training coordination and scheduling	Sgt Admin	75%
12	Annual Spring "block" training coordination and scheduling	Sgt Admin	100%
13	MDT (in-car computer) training	All - Admin	100%
14	Minimum 2 GNB funded courses at APA (courses TBD)	Sgt Admin	100%
15	Source Management Training	Sgt Admin/APA	0%
16	Crown presentation on impaired driving	Sgt Admin	100%
17	Warrant course (Crown - time permitting)	Sgt Admin	75%
18	Explore Blackstone Learning Initiative through Town of Woodstock Viable Courses may include, but not limited to; • Grammar Essentials for Public Service Employees • Improve Your Strategic Thinking • Time Management Inside Government -- Managing Your Tasks Effectively • Art of Writing Well • How to Deliver Excellent Oral Briefings • How to Write Professional Emails While Saving Time and Increasing Productivity • Creative Problem Solving for Public Sector Employees • Negotiation Skills in the Public Sector • Plain Language Writing - What you need to know • Managing Stress in the Government Workplace	Chief/A. Voutour	100%

	• Social Media: What Public Sector Professionals Need to Know • Effective Listening and Interpersonal Communication Skills • Writing Outstanding Reports -- Tools and Techniques • Media Relations in the Public Sector • Microsoft Excel Training • Team Communication -- Creating Effective Team Members • Microsoft Word Training • Microsoft Outlook Training		
19	R2MR training provided Covid guidelines permit	Sgt Admin	100%
20	Internet Investigations x 2 trained personnel at APA via on-line (R.O. Posting)	Sgt Admin	100%
21	IPV Coordinator to train Platoon NCO's in IPV "queue" administration	IPV Coordinator	100%
22	TBD		
23	TBD		

WPF Service Pledge to All Citizens...

The WPF celebrates the diversity of all citizens and visitors to the Town of Woodstock. We are committed to the ethical service of each client and place the

safety and well-being of those we are sworn to protect and serve above all else. Guiding our 2021 commitment is the WPF's *Mission Statement* and *Core Values* which state that we shall "proudly serve our community with integrity and equality toward all people." This shall be supported through our core values of professionalism, accountability, transparency, ethics, and impartiality. That we shall be held answerable should we fail in this regard...this, we pledge.

Staff	Voluntary E-Signature	Date
Whalen BROWN	Yes - W. Brown	March 2021
Paula HANSON	Yes - P. Hanson	March 2021
Jeff MATTHEWS	Yes - J. Matthews	March 2021
Josef CLEMENTS	Yes - J. Clements	March 2021
Matt MACLEOD	Yes - M. MacLeod	March 2021
Melanie CAMPBELL	Yes - M. Campbell	March 2021
Shaun KIMBALL	Yes - S. Kimball	March 2021
Aaron FOX	Yes - A. Fox	March 2021
Mark LORD	Yes - M. Lord	March 2021
Lucas DOYLE	Yes - L. Doyle	March 2021
Sherrie HUNTER	Yes - S. Hunter	March 2021
Jerilynn WAY	Yes - J. Way	March 2021
Cherie DOUCETTE LINDER	Yes - C. Doucette Linder	March 2021
Seth CAHILL	Yes - S. Cahill	March 2021
Barry SCOTT	Yes - B. Scott	March 2021
Dale POLLOCK	Yes - D. Pollock	March 2021
Martin GALLANT (bilingual service)	Yes - M. Gallant	March 2021
Gary FORWARD	Yes - G. Forward	March 2021
John WETMORE	Yes - J. Wetmore	March 2021
John MORRISON	Yes - J. Morrison	March 2021
Corey PORTER	Yes - C. Porter	March 2021
Abby DERRAH	Yes - A. Derrah	March 2021
Ryan Paul	Yes - R. Paul	March 2021
Shawn Morgan	Yes - S. Morgan	March 2021
Randy Gagnon (bilingual service)	Yes - R. Gagnon	March 2021
Robert McCready	Yes - R. McCready	March 2021

Glossary of Terms: Core Values...

Accountability: The act of being responsible for what you do and the ability to articulate and own why it happened, regardless of error or fault. To offer apology, make reparation, and to learn from the experience by considering what we might do differently next time.

Ethics: That we shall hold ourselves to a higher standard and lead by example by doing the right thing. As law enforcement personnel, our fundamental duty is to serve our community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression and/or intimidation, and the peaceful against violence and/or disorder; and to respect the rights, freedoms and equality of all people.

Impartiality: The combination of desirable qualities (e.g. respect, integrity, non-bias, trust, listening) in our staff that continually demonstrates neutrality and objectivity at all times with no exception. At the core of our impartiality must be mutual respect and consideration for all people.

Professionalism: Our promise to remain open, optimistic and forward thinking, even when it is difficult to do so. It is the combination of all desirable qualities and competencies as demonstrated by trained and skilled personnel who the public may hold in constructive regard.

Transparency: The need to be increasingly open about what we do and how do it (e.g., public release of our Strategic Plan and Annual Reports). We accept that we are continually growing and that we can always do better. We shall communicate and cooperate fully (within legal parameters) with the *Right to information and Protection of Privacy Act* (RTIPPA), as well as other associated legislative requirements that serve and protect the public interest.

Competencies Reference & Development Guide...

The introduction of the "Performance Observation" encourages and empowers all staff to submit documented examples to fellow officers that captures individual and team efforts in each or multiple competencies. Performance Observations are intended to recognize good work and examples through the desired application of these competencies...either in part, or as a whole.²

Each Performance Observation shall be maintained electronically and reviewed as part of the annual staff evaluation process. Performance Observations may be referenced within, but not limited to; Growth and Development Plans, promotional processes, and course selections.³ Performance Observations shall not be developmental in nature.

- 1. Budget:** A budget is a financial plan for a defined period. It may also include planned sales volumes and revenues, resource quantities, costs and expenses, assets, liabilities and cash flows.

Desired or Demonstrated Behaviour: Displays understanding as to how budget impacts our operations and administrative objectives and operates effectively and efficiently within provided budgetary guidelines and approval.

Example: Business Case submission that incorporates research of associated costs and captures the information in the "financial" segment of the proposal.

² The below noted competencies were originally identified and updated by WPF staff during our 2020 Strategic Planning session. They encompass a more general application of the many competencies engaged in by staff as opposed to the 10 identified on page 8 of our 2021 Strategic Plan. The provided definitions were accessed, in-part, online from various agencies websites, or as previously authored by G. Forward (Jan/Feb/March 2021, or as part of our 2020 Strat Plan). Each are intended to increase understanding of what the competency involves and what to look for if the application of the competency is demonstrated.

³ Any performance documentation used may be used in concert (within future Collective Agreement guidelines) with promotional processes or course selections (or as agreed upon by Employer/Employee Relations Committee) as part of a fair, unbiased, and transparent process.

2. Communication: Is the effective and respectful exchange of information (verbal and written) from one person to another. Understanding and implementing the PAC model of communication may serve to reduce or eliminate conflict in communication.

Desired or Demonstrated Behaviour: Staff are able to promote and encourage respectful dialogue toward a beneficial and conflict free outcome.

Example: The ability to incorporate listening skills and use terminology (verbalized or written) that promotes calm and respectful dialogue (i.e., non-criminal domestic call)

The PAC model may provide insight into why and how communication can be effective, or not. Ideally, the ability for any two people to stay in the “**Adult**” phase will often result in a productive outcome.⁴

If in the “**Parent**” category, demeaning and disrespectful communication may lead participants toward conflictual and harmful conversation and outcome.

If in the “**Child**” area of the model, temper tantrums and fragile ego erupt toward shouting and possible physical interaction.⁵



3. Continuous Learning: If sought out, the ability to improve and build upon an existing skill set or academic initiative may contribute to our overall job knowledge, growth and development. Examples of continuous

⁴ PAC training was provided and completed during the early 2021 in-service block training by G. Forward.

⁵https://www.google.com/search?q=pac+communication&source=lnms&tbn=isch&sa=X&ved=0ahUKewjUm5gTqOrIAhULt8KHdgQD60Q_AUIEigB&biw=1536&bih=759#imgsrc=nOXeM1YNq52-RM: As accessed online Jan 2021 by G. Forward.

learning can be found in post-secondary education, CPKN, in-service training, and other recognized institutions.

Desired or Demonstrated Behaviour: Staff demonstrate consistent application toward improving their skill set or completion of their Growth and Developmental Plan by actively taking part in and seeking developmental opportunities and training.

Example: Not limited to CPKN courses, training, or post-secondary education opportunity.

- 4. Developing Others:** The ability to develop and coach others does not solely reside with those holding rank or title. Developing others is a competency that the newest recruit to the most seasoned veteran can apply. The simple act of offering assistance and support to introduce information, raise awareness, and build a new skill is the foundation of how we all can help each other.

Desired or Demonstrated Behaviour: Asking how we might support others in the achievement of their respective personal and professional goals or skills.

Example: Someone who has earned a reputation of testifying well in court may be called upon to instruct at in-service to guide others with “how to” tips.

- 5. Dress – Deportment:** Uniformity in our dress and how we carry ourselves is fundamental to professionalism. Officers should consider the replacement of worn or unkempt clothing and gear. As per our Strategic Plan, a Clothing Committee will aid our organization toward uniformity.

Desired or Demonstrated Behaviour: The profession of a Police Officer and support staff is an honourable and respected post within any community. Ensuring that our uniforms are neat and clean and our client interaction is professional reflects positively on us all.

Example: Replacement of tattered clothing and gear, cleanliness of equipment, and a positive demeanor toward all.

- 6. Emergency Response:** Includes any systematic response to an unexpected or dangerous occurrence. The goal of an emergency response procedure is to mitigate the impact of the event on people, property, and the environment. Critical to this piece is the manner and care in which officers respond to the

emergency that does not further complicate the severity of the issue, rather a response that begins the process toward resolving the matter.

Desired or Demonstrated Behaviour: The ability to respond quickly, but to ensure your arrival to assist safely. Pre-planned preparation with high-risk institutions (i.e., building blueprints). To encourage partnerships toward our various response strategies.

Example: Although code 3 response is engaged, taking the time to ensure intersections are cleared by proceeding slowly through them - The review of emergency plans at schools and familiarity with associated layouts in the event of an active shooter.

- 7. Ethics:** Are the moral principles that govern a person's behavior, or the conducting of an activity. Demonstration of our ethics, or lack thereof, may have the most profound impact on the public and its view of their police force. It is up to each of us to consider what we do and how we act to ensure that the outcome is above reproach.

Desired or Demonstrated Behaviour: The ability to do the right thing, especially when no one is looking, is fundamental to upholding ourselves to a higher standard of ethical and example led behaviour.

Example: Payment for services and product is necessary, even when offered at no cost, or a reduced rate.

- 8. Innovation:** Is the process of translating an idea, technology, or an efficiency into an outcome that may benefit the organization and those working within it. This in turn, may improve our client service delivery and reduce stress and workload for our staff.

Desired or Demonstrated Behaviour: Researched and planned ideas/options that serve to implement objectives in our Strategic Plan may result in technological advancement, efficiencies, and staff wellness consideration.

Example: A business case that invites scheduling software that reduces court overtime and allows staff to take full advantage and value in their days off.

- 9. Interviewing:** An interview may be a formal or informal meeting during which someone is asked questions toward a logical and/or desired outcome. An interview is a respectful conversation that may introduce

approved “techniques” (i.e., Phase Interviewing) beneficial in bringing about important and relevant information in an investigation.

Desired or Demonstrated Behaviour: The application of interview training that adheres to procedure/protocol and yields the desired information and/or evidence. Preparation in knowing your file and the person you are interviewing is critical toward a helpful outcome.

Example: Looking into and at associated information, prior to interviewing, could reveal substance as to why an offence occurred and could give you insight toward a helpful course of questioning.

10. Job Knowledge: Measures employee's demonstrated job relevant knowledge and essential skills, such as work practices, policies, procedures, resources, laws, customer service, and technical information, as well as the relationship of work to the organization's mission and Strategic Planning.

Desired or Demonstrated Behaviour: Being able to apply background experience that helps you and others carry out duties and responsibilities correctly.

Example: Having the training and knowledge to complete an Intoxilyzer process as a result of continuously applied training and tests.

11. Judgement & Decision Making: This is the internal thinking, cognitive process or act of reaching a decision, drawing sound conclusions, forming an opinion, or making critical distinctions, about people, situations, ideas or events through assessment, comparison, and/or deliberation.

Desired or Demonstrated Behaviour: The ability to review an issue and apply common sense and input toward options to resolve/respond. Where an immediate decision is required, having the confidence to make the call based on the information and job knowledge you have at that time.

Example: The decision not to engage in a high-speed pursuit for someone who has failed to stop at a stop sign and where no other exigent public safety risk is apparent.

12. Partnerships – Relationships: One of the more challenging tasks is to reach out to others to find a common issue that might be resolved through the partnership of resources, ideas, finances, and procedure.

Operating in “silos” has long been a traditional policing approach that has no place in today's public safety model(s). Effective relationships contribute to a host of positive outcomes including heightened morale, investigations, policy exchange, and best practices.

Desired or Demonstrated Behaviour: Being able to forge new, or build upon existing, relationships could overcome limited resource and funding challenges. The sharing of information and policies that could allow us to be proactive or save time by not having to re-invent the wheel.

Example: Reaching out to other law enforcement entities to determine what policies they may have around Human Sources, McNeil, and Use of Force.

13.Planning & Organization: Is important to an organization because it provides a sense of direction and outlines measurable goals. The competency may be useful for guiding day-to-day decisions and for evaluating progress and changing approaches when moving forward (i.e., policy and process development).

Desired or Demonstrated Behaviour: Proper planning and organization can establish structure and guidance that is efficient in nature and communicates the right message moving forward.

Example: 2020 WPF Strategic Plan as authored and directed by the staff of the Woodstock Police Force – The implementation of a scheduling program for special events and/or court – Clothing Committee toward staff uniformity.

14.Presentation Skills: Are a set of abilities that enable an individual to interact with an audience, transmit the messages with clarity, engage the audience in the presentation, and interpret and understand the mindsets of the listeners. An effective presentation may be useful for courtroom testimony or in the pursuit of our educational objectives (i.e., school presentation on Internet safety).

Desired or Demonstrated Behaviour: Taking the time to prepare and deliver an informed and helpful message

Example: Officer takes the time to create a PowerPoint presentation, other presentation tools, or

through proper articulation, an audible voice, and knowledge of the subject material.

to call in a resource person to assist with effective communication of the content.

15. Teamwork & Cooperation: What can we do to support others in the completion of their duties and responsibilities? As an example, the act of taking a call for a co-worker who is working on another matter is appreciated and may be reciprocated. Helping others is viewed by many as a foundational piece of leadership.

Desired or Demonstrated Behaviour: The simple application of helping others to complete a task or objective. Can you support other ideas even if they do not mirror your own views toward resolution?

Example: Staff who may take on a portion of the workload for another in need of assistance – Supporting a certain path even though you may not agree with it.

16. Wellness: Is the active process of becoming aware of and making choices towards a healthy and fulfilling life. Wellness may be applied to the physical, mental, and social well-being that could contribute positively to morale and the benefit of all.

Desired or Demonstrated Behaviour: The application of exercise, positive thinking, time-off, peer support and a litany of personal and group team building opportunities may contribute to a healthy and productive work environment.

Example: Organization and celebration of staff birthdays with monthly pot luck luncheons – Summer BBQs for staff and family.

WPF Police Act 5-Year Complaint & Disposition...

In 2020 and again in 2021, the WPF received *Right to Information and Protection of Privacy Act* (RTIPPA) media requests specific to complaints against WPF police officers.⁶ WPF responded by providing the information below within the parameters of sections 20(1), 22.1, and 33.2 of the *New Brunswick Police Act*.⁷

Conduct Complaints Woodstock Police Force	New Brunswick Police Act Section	2016	2017	2018	2019	2020	2021	Total
Discreditable Conduct	Section 35(a)	3	2	0	0	0	0	5
Neglect of Duty	Section 35(b)	0	0	0	0	0	0	0
Deceitful Behaviour	Section 35(c)	0	1	0	0	0	0	1
Improper Disclosure of Information	Section 35(d)	0	0	0	1	1	0	2
Corrupt Practice	Section 35(e)	0	0	0	0	0	0	0
Abuse of Authority	Section 35(f)	2	1	1	1	0	1	6
Improper Use & care of Firearms	Section 35(g)	0	0	0	0	0	0	0
Damage to Police Force Property	Section 35(h)	0	0	0	0	0	0	0
Misuse Intoxicating Liquor or Drugs	Section 35(i)	0	0	0	0	0	0	0
Convicted of an Offence	Section 35(j)	0	0	0	0	0	0	0
Insubordination	Section 35(k)	0	0	0	0	0	0	0
Party to Breach	Section 35(l)	0	0	0	0	0	0	0
Workplace Harassment	Section 35(m)	0	0	0	0	0	0	0
Total Allegations →		5	4	1	2	1	1	14
Conduct Complaints - Final Disposition Woodstock Police Force		2016	2017	2018	2019	2020	2021	Total
Summary Dismissal		0	1	0	1	0	1	3
Informal Resolution		0	0	1	1	1	0	3
No Further Action Required		5	3	0	0	0	0	8
Settlement Conference		0	0	0	0	0	0	0
Arbitration Hearing		0	0	0	0	0	0	0
Withdrawn by complainant		0	0	0	0	0	0	0
Files Outstanding		0	0	0	0	0	0	0
Total Disposition Files →		5	4	1	2	1	1	14

⁶ 2020 media request came from a reporter with CBC, while the 2021 request was received from a reporter with The Bugle. Please note that the WPF has not received any Police Act public complaints in 2021 from year to date (3 September 2021).

⁷ The WPF strictly adheres to the *New Brunswick Police Act* standards that may be viewed at: <https://www.canlii.org/en/nb/laws/stat/snb-1977-c-p-9.2/latest/snb-1977-c-p-9.2.html?searchUrlHash=AAAAAQALnJldGVudGlvbilAAAAAAQ&offset=0> as accessed on-line by G. Forward on 9 February 2021.

End of Strategic Plan Document