



# REPORT TO CALGARY POLICE COMMISSION



## Calgary Police Service (CPS) Suitability Review Process

ISC: ☐ Unclassified ☒ Protected A ☐ Protected B

Date 2025 02 19

### Submitted for

☒ Information only ☐ Discussion ☐ Decision / Approval

### Type of Meeting

- |  |   |
|--|---|
| <input type="checkbox"/> Executive Committee                             | <input type="checkbox"/> Commission Regular Meeting |
| <input type="checkbox"/> Finance, Audit, & Infrastructure Committee      | <input type="checkbox"/> Public Session             |
| <input checked="" type="checkbox"/> Police Personnel & Culture Committee | <input type="checkbox"/> In-camera with CPS         |
| <input type="checkbox"/> Policing Services Committee                     |   |
| <input type="checkbox"/> Workplace Review Steering Committee             |   |

### Reason for Report

- ☐ Obligation under the *Police Act* or *Police Service Regulation*  
☐ Obligation under Commission Policy  
☐ Report on program and/or update on progress  
☐ Response to Motion or Commission Inquiry  
☒ Other: Information only

The purpose of this report is to provide information requested by the Calgary Police Commission (CPC) regarding what factors are considered for decision making in the Suitability Review Process. Additional information including available statistical data and process overview are also included.

### Recommendations

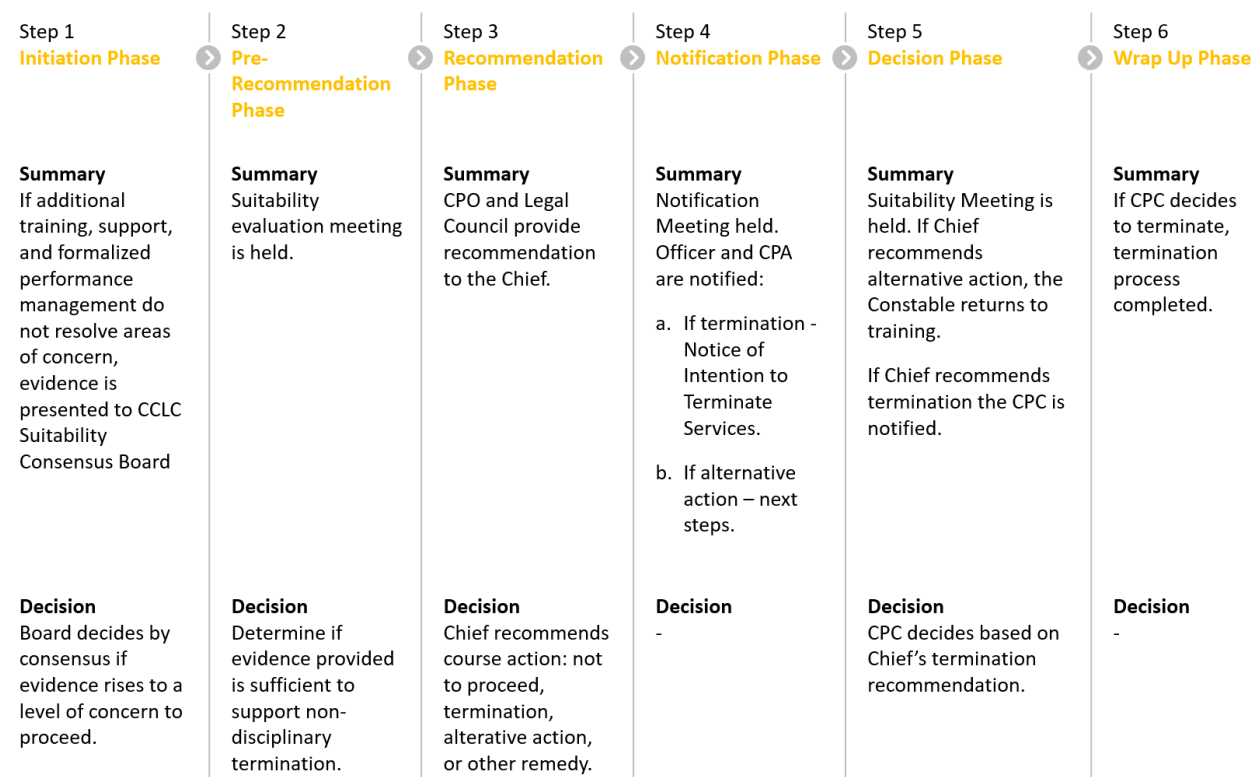
It is recommended that the CPC receive this report for information.

### Background / Analysis / Considerations / Next Steps

The Suitability Review Process is a structured non-disciplinary evaluation mechanism of sworn Probationary Constables (or the Constable), currently serving an 18-month probationary period. The process provides a systematic approach to ensure that when an officer becomes permanent, they have demonstrated the competencies, values, and ethical standards necessary for effective policing. The process assesses a Probationary Constables capability to perform their duties effectively and ethically pursuant to the *Police Act* and *Police Service Regulation*.

Throughout the probationary period, including Recruit Training and Police Training Officer (PTO) phases, the Chief Crowfoot Learning Centre (CCLC) monitors performance to support Probationary Constables to meet the standards of competency required of a permanent police officer. The CCLC training staff meets on a regular basis to discuss how to best support Probationary Constables in their learning phases. If a concern is identified, the CCLC provides the Probationary Constable with regular check-ins (weekly, if required), ongoing feedback and support, which may include remedial training and/or additional assessments. This support to Probationary Constables and any additional hours of remedial training are managed on a case-by-case basis and depend on both signs of improvement and the Probationary Constable's likelihood of success in overcoming the concerns. Areas of concern can include issues with performance, character, or permanent medical restrictions from patrol (see Appendix A for additional details). If the Probationary Constable does not demonstrate the necessary improvement(s) in the identified area(s) of concern, the Suitability Review Process is initiated, and the structured six-step process is followed to determine suitability of a Probationary Constable to be a permanent police officer.

**Fig 1: Suitability Process Overview**



Additional information on the formalized process can be found in the Suitability Review Process (Appendix B). To ensure due diligence in the Suitability Review Process, decisions are made in a timely and sensitive manner as to ensure that concerning behaviour is addressed prior to affecting public safety, public confidence, officer safety, and organizational reputation.

It is important to note that suitability decisions are non-disciplinary in nature. If the matter could result in discipline under the *Police Act* and *Police Service Regulation*, the Professional Standards Section (PSS) is consulted to determine if the legislative process is required.

## Factors Impacting Decision-Making

Within the decision-making process, various factors are considered to ensure the Service has taken reasonable steps to mitigate and/or support the identified area of concern, and has acted lawfully and proportionately in compliance with legal and regulatory standards:

- In the initiation phase of the process, the CCLC Suitability Consensus Board assesses if the provided evidence is reasonable and that, if applicable, the appropriate supports have been provided prior or during formalized performance management (additional instruction, clear policy etc.). The requirements are reviewed on a case-by-case basis and are dependent on the area of concern identified (performance, character, or permanent medical restriction from patrol; see Appendix A for additional details).
- The Chief People Officer (CPO) reviews objective documented evidence outlined in the Termination Recommendation Rationale Briefing Note and Suitability Evidence Package (SEP) to determine if there is a sufficient case to support recommended action(s). Subjective evidence in the form of verbal conversations is also considered when a recommendation is made to the Chief regarding appropriate action.
- The Chief also considers both the objective and subjective evidence outlined above but must ensure the Service has met due diligence and legal obligations. The Chief considers the particular facts and circumstances of each case including the nature of employment at issue, the alleged actions or conduct of the employee, whether there are any mitigating factors to consider, and the policies and responses of the Service. The Chief ensures the recommended action is reasonable and justified.

## Suitability Review Process Statistics (2023 - 2024)

The highlights of the Suitability Review Process statistics for 2023 and 2024 are the following:

- In 2023-2024, Suitability Processes were initiated with 5% (13) of the 239 Constables.
- No terminations resulted from the Suitability Review Processes in 2023 and 2024.
- A total of nine (9) Probationary Constables voluntarily resigned during the process.
- Alternative Action can include things like working with the recruit to return to a new class to recomplete the whole Recruit Training Program, additional remedial training or a Letter of Expectation.

**Table 2: Suitability Report Summary Statistics\***

*\*Suitability Process Review statistics as of January 14, 2025*

	2023	2024
<b>Overall Statistics</b>		
Hired Constables	138	101
<b>Suitability Review Processes Initiated</b>		
Area of Concern: Performance	2	2
Area of Concern: Character	2	6
Area of Concern: Performance and Character	1	0
Area of Concern: Permanent Medical Restriction from Patrol	0	0
<b>Total Suitability Review Processes Initiated</b>	<b>5</b>	<b>8</b>
<b>Suitability Review Decisions</b>		
Not to proceed	0	0
Alternative Action	0	4
Termination	0	0
Voluntary Resignation	5	4

## Attachments (if any)

**Appendix A:** Key Areas of Concern of Probationary Constables assessed prior and during the Suitability Review Process

**Appendix B:** Suitability Review Process Summary

## Approval signatures

**AUTHOR signature:**

*(Submitted Electronically)*

2024.02.19

Carley Herron, Human Resources Consultant

Date

People Strategy, Analytics, and Information Section

**REVIEWED BY signature:**

*(Submitted Electronically)*

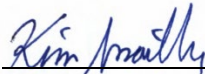
2024.02.25

Andres Kroker, Manager

Date

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Kim Assailly, Director

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**EXECUTIVE SPONSOR signature:**



2025.02.25

Kim Armstrong, Chief People Officer

Date

Bureau of People and Organizational Development

**CHIEF OF POLICE signature:**

Mark Neufeld, Chief Constable

Date

Office of the Chief



# Appendix A: Key Areas of Concern of Probationary Constables assessed prior and during the Suitability Review Process

Area	Concerns	Remedial Actions		
<b>Performance</b>	<ul style="list-style-type: none"> <li>Recruit Academics</li> <li>Officer Safety &amp; Tactics</li> <li>Firearms</li> <li>Other</li> </ul>	<b>Remedial training</b> <ul style="list-style-type: none"> <li>Recruit Academics</li> <li>Officer Safety &amp; Tactics</li> <li>Firearms</li> </ul>	<b>Training supports</b> <ul style="list-style-type: none"> <li>Language/Communication</li> <li>Tutor Guided Imagery</li> <li>Wellness Supports</li> </ul>	<b>Other</b> <ul style="list-style-type: none"> <li>Letter of Expectation (LOE)</li> <li>Other</li> </ul>
<b>Character</b>	<ul style="list-style-type: none"> <li>Recruit Program Exam Policy</li> <li>Recruit Training Program</li> <li>General Rules</li> <li>Outside Interest Policy</li> <li>Consumption of Liquor/Drugs</li> <li>Conduct &amp; Discipline Policy</li> <li>Workplace Violence Prevention Policy</li> <li>Respectful Workplace Policy</li> <li>Other</li> </ul>	<ul style="list-style-type: none"> <li>Spoken to by immediate Supervisor, documented.</li> <li>Spoken to by leadership, documented.</li> <li>Letter of Expectation (LOE)</li> </ul>		
<b>Permanent Medical Restriction from Patrol</b>	<ul style="list-style-type: none"> <li>WCB Prognosis (workplace injury; permanent restrictions)</li> <li>Long Term Disability (injury or illness-related; permanent restrictions)</li> <li>Other</li> </ul>	<ul style="list-style-type: none"> <li>Received medical care</li> <li>Participated in physiotherapy</li> <li>Other</li> </ul>		



# Appendix B: Calgary Police Service (CPS) Suitability Review Process Summary

This process supports probationary constable assessments can be initiated within the 18 months of probation. Must be complete prior being confirmed as a permanent police officer.

	Step 1 Initiation Phase	Step 2 Pre-Recommendation Phase	Step 3 Recommendation Phase	Step 4 Notification Phase	Step 5 Decision Phase	Step 6 Wrap Up Phase
<b>Interested Parties</b>	<ul style="list-style-type: none"> <li>Chief Crowfoot Learning Centre (CCLC) Inspector</li> <li>CCLC S/Sgt(s)</li> <li>Human Resources Business Partner (HRBP)</li> <li>HR Probationary Advocate</li> <li>Probationary Constable</li> </ul>	<ul style="list-style-type: none"> <li>CCLC Inspector</li> <li>HR Services Section (HRSS) Director</li> <li>HR Division (HRD) Executive Director</li> <li>Legal</li> </ul>	<ul style="list-style-type: none"> <li>CCLC Inspector</li> <li>HRSS Director</li> <li>Legal</li> <li>Chief People Officer (CPO)</li> <li>Chief of Police</li> </ul>	<ul style="list-style-type: none"> <li>CCLC Inspector</li> <li>HRSS Director</li> <li>Probationary Constable</li> <li>Calgary Police Association (CPA)</li> <li>Chief of Police</li> <li>Probationary Constable</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Legal council to the Chief</li> <li>HRSS Director</li> <li>CCLC Inspector</li> <li>HRBP</li> <li>Probationary Constable</li> <li>CPA</li> <li>Calgary Police Commission (CPC)</li> </ul>	<ul style="list-style-type: none"> <li>HRBP</li> <li>CPC</li> <li>CPS</li> <li>Probationary Constable</li> </ul>
<b>Actions Taken</b>	<p>CCLC initiates formalized progressive performance management.</p> <p>Letter of Expectation (LOE) is issued with sufficient time to improve.</p> <p>Workplace investigation is conducted, if applicable.</p> <p>Duty status of the Probationary Constable is evaluated/considered.</p> <p>The Probationary Constable is <u>typically</u> placed on Administrative Duties pending final suitability decision.</p>	<p>Internal termination recommendation rationale briefing note, with a detailed overview of area of concern and remedial action(s) taken to date, is submitted to HRD, Executive Director.</p> <p>Legal consult completed.</p> <p>If HRD, Executive Director agrees a Suitability Evaluation Meeting is held to review evidence and complete a risk assessment.</p>	<p>CPO Suitability Briefing is held with presentation of the SEP, or excerpts of it.</p> <p>Legal counsel assesses potential risk.</p> <p>CPO recommends course of action (proceed to formal termination process or alternative action) to Chief based on SEP and relevant factors.</p> <p>Chief decides whether to not to proceed to hearing as per Section 37 (2) of Police Act or request a further legal opinion for resolving the matter.</p>	<p>Notification meeting is held.</p> <p>Probationary constable is served with Notice of Intention to Terminate Services letter in the presence of the CPA if termination is recommended.</p> <p>If alternative action is recommended, the Officer and CPA are notified of next steps.</p>	<p>Suitability hearing is held.</p> <p>Chief issues written recommendation/decision.</p> <p>If Chief proceeds to recommend termination, a notification letter where CPO notifies CPC of the Chief's recommendation to terminate is provided.</p> <p>Hearing materials provided to CPC.</p> <p>CPC conducts process to consider Chief's recommended decision.</p> <p>CPC notifies the Chief's Office/CPO of decision.</p>	<p>If termination is directed, termination is processed based on CPC decision.</p> <p>Internal lessons learned debrief of file.</p>
<b>Requirements , Decisions &amp; Criteria</b>	<p>If (1) continue to fail to meet Standards of Competency; (2) demonstrate unacceptable behaviour/event has occurred; (3) and/or there has been another issue resulting in non-suitability (e.g., permanent medical restriction from patrol, etc.).</p> <p>Suitability Consensus Meeting is held with the CCLC Suitability Consensus Board to determine, by consensus, if the facts rise to a level of concern.</p>	<p>The risk assessment of evidence provided (including briefing note) determines if there is sufficient case for non-disciplinary termination, by consensus.</p>	<p>Evidence package.</p> <p>Termination recommendation rationale briefing note.</p> <p>CPO recommendation.</p> <p>Chief recommends course of action.</p>	-	<p>Objective and subjective evidence consideration of due diligence.</p> <p>Chief decides to proceed with recommendation of non-disciplinary termination or alternative action(s).</p> <p>CPC decides based on the Chief's recommendation.</p>	-
<b>Output</b>	<p>Suitability review process is initiated.</p> <p>If not initiated, the Probationary Constable is sent for remedial action(s).</p>	<p>Suitability Evidence Package (SEP) is completed.</p>	<p>Procedural questions are brought to legal counsel (i.e. new evidence) or the Hearing Officer (Chief).</p> <p>Notification of Chief's decision provided by CPO to CCLC and HR.</p>	<p>Probationary Constable is provided disclosure and hearing specifics.</p>	<p>The CPC notifies the Chief's Office/CPO of their decision.</p> <p>Notification letter is presented to Probationary Constable and CPA from Human Resources.</p>	-