

Chapter 15

DISCIPLINARY AND REMEDIAL PROCEDURES

Effective remedial measures are positive processes when their perceived purpose is to train or develop by instruction. Among the programs having an impact on individual performance of a police officer are selection, training, direction, supervision, and accountability.

Standards in this chapter reflect a "systems" approach to discipline.

15.1 Disciplinary Procedures

15.1.1 A written directive specifies a code of conduct and appearance for department personnel.

Comments: This directive should include (1) compliance with department directives; (2) unbecoming conduct; (3) use of alcohol and drugs; (4) acceptance of gratuities, bribes, or rewards; (5) abuse of authority; (6) use of force; and (7) proper care and maintenance of equipment. The Code of Conduct of the Police Act Regulations applies. (M M M)

15.1.2 The department provides each employee a copy of the code of conduct and appearance.

Comments: In addition to providing a copy of the code of conduct and appearance to each employee, the department should include the topic in all levels of training and ensure that it is repeated at intervals to emphasize its importance. (M M M)

15.1.3 A written directive establishes procedures and criteria for the following:

- o rewarding employees, including letters of commendation, compensation, awards for merit or valour;
- o using training as a remedial measure; and
- o using counselling as a remedial measure.

Comments: The system should be based on fairness to the employee and the department and should stimulate employee morale and motivation.

The written directive should enhance consistency in rewarding employees. Departments that present awards for meritorious and heroic acts should ensure that criteria are established as prerequisites for these awards.

The written directive should encourage training as a means of improving employee productivity and effectiveness through positive and constructive methods. (M M M)

15.1.4 A written directive specifies the role of supervisors in the disciplinary process.

Comments: The role of supervisors, especially first-line supervisors, is crucial in the disciplinary process. First-line supervisors have the best opportunity to observe the conduct and appearance of officers and detect those instances when disciplinary actions are warranted. First-line supervisors also have the opportunity to understand the personality traits of the personnel under their supervision and to determine the most effective remedial measure. The Police Act Regulations apply. (M M M)

15.1.5 A written directive specifies the authority attendant to each level of supervision and command relative to disciplinary actions.

Comments: The directive should identify the conditions under which a supervisor may act without approval from higher authority. (M M M)