



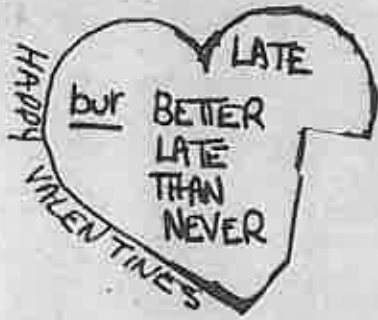
bylaw enforcement officers association of alberta

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March 1989

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**the
EDUCATION COMMITTEE
NEWSLETTER**



COMMITTED TO EXCELLENCE

EDITORIAL From time to time we should stop and step back and review our attitudes, actions and the demands we make on others. Do you fit into any of the following categories?

Have you ever failed to make a decision, (because it required, for lack of a better description, intestinal fortitude), gone to a supervisor, received direction, then criticized the supervisor (behind his/her back) because you didn't like the decision?

x x x x x x x x x x

Suggested you should have more money because of your seniority when you fail to exhibit those traits associated with seniority i.e., leadership, a positive attitude, enthusiasm, drive and integrity?

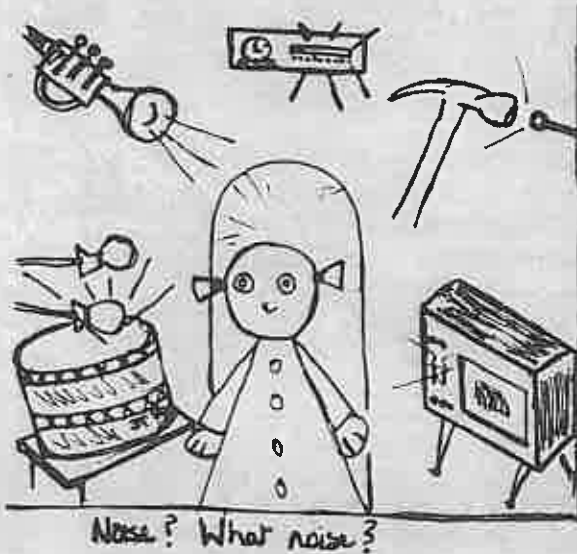
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Hinted that your position requires a better salary because of the decisions you have to make - then continue to ask (with varying themes) the same question time and time again.

x x x x x x x x x x

Are you the positive influence around your office or are you always complaining and griping? When something new is proposed do you become an obstructionist or do you give the new proposal your best shot? Are you always blaming the system for your own perceived failures or lack of progress?

Of course this wouldn't be you, would it? - but most of us can, have and do exhibit some of the traits listed. If the traits are a major part of your makeup do what you can to change it for the better!!



INSULATED: One meaning for the word 'insulate' found in Webster's New Collegiate Dictionary is: "to place in a detached situation" The person in the drawing certainly seems to be "insulated" from what is going on around him/her! BEO/SPCs sometimes think that those in "authority over them" are "insulated" from the real world. Probably cast in this role are immediate supervisors, other senior enforcement agencies, City, Town, Village Councils, Crown Prosecutors, Judges and Legislators.

If (and it is not necessarily so) those persons mentioned earlier are "insulated" from the real world, who is to blame? Who can and should enlighten them?

Surely some onus falls on individual Association members, and the Association as a body? However, before one runs off at the mouth, the brain should be in gear! (The Editor has been subject to severe mechanical problems at times!)

So where should we start? Consider this statement; Many BEO/SPC's are insulated against the real world! Let's define "real world" - as being that area that applies to enforcement officers!

The nitty - gritty -

Some enforcement officers (BEO/SPC's) have no interest in the job other than picking up their pay cheques.

Some BEO/SPC's feel they know all there is to know about their jobs so refuse (even) paid for training.

Some BEO/SPC's show no support for their Association.

Some BEO/SPC's know nothing of the process that precedes the passing of a bylaw.

Some BEO/SPC's have not the faintest idea of court procedures, nor are they interested.

Some BEO/SPC's... and this could go on ad nauseum - but what's the point. It is simply this - unless we become "uninsulated" and improve our profession we'll not make an impression on the other insulated ones!

The following letter is self explanatory - and should cause some concern in jurisdictions outside of Edmonton, Calgary and Red Deer. Who is going to prosecute? - don't leave it too long before you decide.

Re: Prosecuting Bylaw Offences

I write in response to your letter to Neil McCrank dated November 8, 1988.

To my knowledge, the only municipalities which were receiving bylaw prosecution services from this Department were Edmonton, Calgary and Red Deer. As you indicated in your letter, arrangements have been made with municipal officials in those three cities to complete the transfer of bylaw prosecution to those municipalities.

Upon the conclusion of the arrangements, our approach to bylaw prosecutions will be uniform throughout the province; namely, we will not be conducting bylaw trials.

We will, however, continue to speak to first appearance bylaw matters, set court dates when not guilty pleas are entered and assist with efficient scheduling of bylaw trials.

I trust the above will be useful. If I can be of further assistance, please call.

Peter Teasdale, Assistant Director
Attorney General
General Prosecutors Branch - 427-5042

* * * * *

News Flash!!

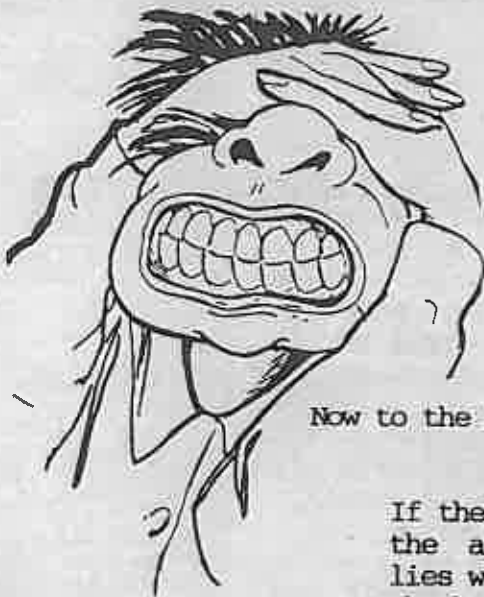
Even as I write plans are afoot to provide information and possibly training, for Bylaw Enforcement Officers/Special Constables who may soon have the privilege (and it is!) to prosecute bylaw offenses. As information becomes available, it will be given to you.

DID YOU KNOW THAT?

John HACOCK, our member from Prince George, ran for Alderman!! Was he elected - that's not the point being made - he RAN - he stood up and was counted!

Way to go John!

PROBLEM CORNER



You will, perhaps, recall the letter of November that lamented the fact that our seminars and conferences only had limited appeal, and mentioned several concerns.

The concerns outlined seemed, from a big city concept, quite small - and that's the danger!! We are limited by our own experiences and what some of us take for granted is a dream for others.

Now to the letter - and a very general response.

If there is a specific problem - and the apparent resolution of the problem lies with the passing of a bylaw - check enabling legislation - usually the Municipal Government Act - draw-up an enforceable bylaw. Advertise the passing of the bylaw. Develop an enforcement policy - with an emphasis on seeking compliance before punitive action. Then go for it.

Please remember that we are here to help - if you have a problem CALL US. Telephone number 428-2741 or FAX 428-4606 - If you FAX, ensure you send the letter to John Tidridge.

* * * * *

MORE NOISE STORIES - We're sure you'll want to hear this one.

A garbage disposal company was charged with picking up garbage at night (5:15 a.m) in a district (commercial) abutting a residential district. The districts were separated by a roadway. At the trial the Defense lawyer (by using the local Land Use Bylaw) tried to show that the roadway prevented the districts from abutting.

The Judge, in his summation, suggested that if he accepted the lawyer's argument it would defeat the purpose of the Noise Abatement Bylaw which was intended to protect people from unreasonable noise.

This decision has certainly given the enforcement officer a lift!

FOOD FOR THOUGHT: As you know the Annual General Meeting forms a part of the yearly Conference. You may also know that, at the most, only thirty of our 160+ members are able to attend the conference.

Bearing this in mind, what are your views on voting by proxy? This system is used by many organizations, particularly those whose members are geographically widely separated.

One way the system could work is as follows - firstly, calls would have to go out for nominations, presumably with a short, definite return date. One would think that the person nominated would have to be moved/seconded by members, having previously agreed to let his/her name stand.

The names of the proposed persons would then be distributed to members who would mark their choices. It seems reasonable that the names should be in the hands of the Nominating Committee by the start of the General Meeting.

Of course, if this method were found to be acceptable constitution/bylaw changes would have to be made.

Think about it!

* * * * *

DON'T just sit there - REGISTER



Some interesting topics are planned - including but not limited to:

- The R.C.M.P working with BEO/SPC's
- Stress Management
- The Crown Prosecutor

Send cheque/money orders to:

G. Repchuk
10005 - 102 Street
Fort Saskatchewan, Alberta
T8L 2C5

the
1989

conference

(it was one of those days!)

ETREKA!!!

QUOTA 'kwōtə

n[ML, fr. L quota pars -
how great a part] (1618)

1: a proportional part or share; esp: the share or proportion assigned to each member of a body. 2: the number or amount constituting a proportional share. And that is the definition as laid out in Webster's Ninth Collegiate Dictionary!

This entire March Newsletter will be made-up of responses to the letters sent out. Every member was asked to respond, plus individual letters were sent to 38 other persons who represented Provincial, Municipal Governments, Police Chiefs, Law Enforcement Managers, Law Enforcement Associations, Barristers and Solicitors.

Interest in the "quota" system was rekindled by an article (shown elsewhere) in an Edmonton Newspaper, and according to the first letter, started by an occurrence in a major southern Alberta city. The Editor thanks all of those who found the time to respond.

take a deep breath & READ!

October 3, 1988

Dear Mr. Editor

It was with a mixture of amusement and relief that I read the article in the September 1988 issue of the Newsletter relating to the concept of a quota system. Amused, primarily due to the editor's unrelenting misunderstanding of the arguments against the quota, without which (the understanding, not the quota system) I fail to comprehend how anyone can even comment on the issue at all. Relief, because of my glee that the whole issue has not been swept under the carpet and forgotten. I see this concept as a huge disgrace to any department which employs it.

I believe that the time has come, Mr. Editor, to clarify exactly what the problem is with this quota idea, so that at least the Editor's comments can reflect some semblance of understanding.

I, as one of those people and Officers who has a mountain sized beef with the quota system, have a large problem with the notion that in order to PRODUCE, one must write tickets. I suppose, from this inference, that nothing else I, as an Officer, do is of any value to the community. It says that the many warnings, the education, the gained compliance without prosecution, the many cases of favorable mediation, all are of no value since they don't show up at the end of the month as dollar signs! Well, I resent the insinuation, as do many others, obviously, as is evidenced by the fact that the issue continues to be brought forward and scrutinized. Surely, the editor can now see what has the hair standing up on the backs of people when this topic is discussed. If not, then I invite the newsletter to publish my original letter (provided as photocopy) as is. It should go a long way to clarify some finer points. I would suggest, however, that history not be allowed to repeat itself by having the editor publish only his opinion on the content without that content being fully seen by all the readers. Fair is fair. Both sides must be heard if the newsletter is to maintain respectability.

Before closing, I would like to point out that neither I nor those who share my opinion, are so naive as to believe that prosecution is never a viable option in law enforcement and understand fully that there will be times when prosecution is strongly called for. That point is not being argued. What is being argued, is that Officer performance and department budgets should not be guided by the revenue achieved from fines, but rather by the needs of the community. In fact, Officer performance may be better judged by examining how many problems are solved without a need for prosecution. Surely a high degree of success under those circumstances must indicate that something very RIGHT is happening. It provides for the much more honorable principle of "Persuasion before Prosecution", and in an issue of the newsletter like that of September 1988, which so concerns itself with the image of the BEO/SPC, it would seem appropriate that all Bylaw departments adopt the most honorable policy it can so that the image can be favourably enhanced.

Yours truly,

M.P., Calgary

THE ORIGINAL LETTER - never received by the present Editor until now.

If I were an Editor, then I suppose this would be an editorial, but I'm not, so this isn't. Instead, this article must be described as a collection of thoughts, questions, and viewpoints on a subject concerning Bylaw Enforcement Officers from a private citizen who simply happens to be one of those officers.

Recently, here in Calgary, the word "QUOTA" has surfaced in the newspapers relating to the local Police Dept. It was alleged that the brass of the dept. had made it clear that each uniformed officer should write at least twenty (20) summonses a month and that failure to attain that number could result in a "black mark" on the officer's file.

When questioned by the media as to the validity of the charges, this same brass suggested that perhaps the word quota should be replaced by the word "guideline".

The Merriam-Webster dictionary defines quota as "A PROPORTIONAL PART, ESPECIALLY WHEN ASSIGNED". The word guideline, on the other hand, is described as "AN INDICATION OR OUTLINE OF POLICY OR CONDUCT".

Regardless of which of us accept whichever definition, there arises a serious question of ethics when an officer faces the possibility of an unfavourable comment on his or her file simply because they have not arrived at that pre-established level of acceptability as it relates to productivity (a hugely over-used, abused, and misused word!).

In this case, it is only the police facing the challenge of its ethical health, only because it was solely the police that were identified. Yet, as is so often the over-looked case, it is an issue which is also relevant to bylaw departments in general. As such, some questions should be answered. All bylaw departments, as a body, have an obligation to try to determine whether such a quota system is ethical in ANY area of law enforcement.

The first concern which comes to mind is the inevitable contradiction which results from such a ridiculous scam. (So much for where I stand). I'm thinking about the officer, police or bylaw, who is behind on his quota (or guideline if you prefer). It really doesn't matter what you call it if the end result is the same black mark) and realizes that he must make up the numbers to avoid the nasty grade. It occurs to me that at that point the officer's integrity and discretion must both be sacrificed for the sake of the almighty number and a lot of people are going to be charged with offences that will be borderline at best. How ironic it is that we, who are appointed and sworn to "SERVE" the citizens of the community, must now, literally, prey upon them to protect our own personal good standing!

For the officer, police or bylaw, who comes to work each day with the intent to do his or her absolute best on the job, a farcical scheme such as this is particularly injurious. Not only is that officer having his effectiveness graded primarily on such a shallow and non-revealing criterion, while all the un-numbered successes go unrecognized and unevaluated, but a much worse fate is being forced upon him. He is being forced to compromise some of the most important values that not only the officer, but the person hidden inside the uniform, must keep intact. He is

forced to place into question his self-respect, self-esteem, integrity, sense of self-worth, and his purpose. It is my opinion that if it is considered a crime to steal a persons material possessions, it should be even more of a crime to rob a person of his values through what amounts to blackmail.

In a casual discussion on this very same topic a short while ago, I caught myself saying that any job which asked for the sacrifice of my morals and values would certainly have to pay a lot more than the salary of a bylaw officer or a police officer. Fortunately, though, rational thought was restored and I realized that my values are not for sale at any price. I would only hope that anyone trying to impose a quota system on its officers don't live with the illusion that the purchase price of their values is their job. Thinking such as that should have been trashed along with the slave trade!

The imposition of a quota system, I believe, gives rise to the enforcement of the "Letter of the Law", as opposed to the "Spirit of the Law", and the spirit in which it was written. When fines are necessary they should be issued, but they must be so-issued because they are deserved, not because punishment lingers in the wind for those officers who are low on their lot.

Finally, a matter of utter curiosity arises from the issue. That is the question in my mind as to whether it is even legal for a department, police or bylaw, to penalize, punish, or in any way bring to bear pressure on an officer based on the assumption that if a certain number of summonses or equivalent prosecutions aren't forthcoming then the officer is not doing the job as it should be done. I also wonder what protection the officer, police or bylaw, has to guard against the fabrication or sudden inflation of other "problems" with that officer as a means to disguise quota discipline? I hope that some reader in the know can answer these questions. I also hope to see other viewpoints in the Bylaw Brief in coming issues relating to this topic. I believe it deserves attention and all officers deserve answers.

M.P., Calgary

=====

Are you opposed to every form of quotas for Law Enforcement Officers?
(Nothing is being suggested that the officer receives commission for work performed)

R.B., Edmonton

D.H., Calgary

No! For example, it is not unreasonable to set minimums for number of inspections to be done, minimum hours to be worked, percent of errors made etc.

Yes, I am opposed.

Please give your reasons.

However, if you are only referring to tickets/summonses to be issued, that is not reasonable. Our job is to seek compliance, not write "x" number of tickets. Numbers of tickets plus other stats can provide a measure of "work done".

Doing the job and doing it properly becomes less important than "Have I met my quota".

Do you consider correct supervisory techniques, where personnel are required to put in a "good days work", different from a form of a quota system?

A "quota system", properly and in the broadest context, is part of "correct supervisory techniques". A fixed requirement for an officer to generate "x" tickets is "El toro po po".

Yes.

If you are not opposed to a quota system, would you indicate how you would devise a system to set-up a satisfactory quota for individual officers?

See question #1. Space does not permit such an explanation. However, consider - 5 officers over a 1 year period do 20 inspections per day on average: is it not acceptable to require 15 daily and if not, should the officer not be required to explain why this is not possible for him?

If the supervisor needs numbers on a paper to tell if his officers are doing their job, he's in serious trouble anyway.

If you were about to institute a quota system, how would you respond to persons who felt that Law Enforcement Officers would go overboard and would enforce indiscriminately just to meet their quotas?

This statement is prejudicial and shows a bias. Consider my earlier comments.

I would agree with them, I would not institute a quota system.

* * * * *

Make no little plans; they have no magic to stir men's blood and probably themselves will not be realized. Make big plans: aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency. Remember that our sons and grandsons are going to do things that would stagger us. Let your watchword be order and your beacon duty.

Daniel H. Burnham in Daniel H. Burnham by Charles Moore

QUOTAS IN LAW ENFORCEMENT

Thank you for your letter, dated September 12, 1988, on the above - noted topic. I am afraid, I am not very good at filling out forms so I will not complete your questionnaire; however, I am more than willing to give you my views on the subject.

Firstly, I must clearly distinguish between "quotas" and "measurements" of work:

I assume "quotas" to mean a pre-established level of production; in this case, tickets issued which, when achieved, constitutes the fulfillment of all, or part, of a day's work.

I am of the view that this is inappropriate in a bylaw setting because it pre-supposes a level of law-breaking and forces recognition of that regardless of circumstances. It also removes, from the bylaw officer, any discretionary exercise of responsibilities; however, I do believe that the number of tickets issued can be, and often is, an indication of output which, reasonably applied, can give a good idea of productivity and effort that is applied by an officer.

These measurements require good communication with supervisors and a clear understanding of each officer's circumstance; e.g., nature of area patrolled; time of patrol; intensity of enforcement; and other duties, etc.

I believe that enforcement of bylaws is not an end in itself; it is merely a means to an end which is to make other lives liveable in an increasing complex urban society requiring rules to govern our relationships with each other.

Trusting this is the information you are seeking.

J.K.M., Edmonton

Dear John:

This refers to your letter of September 12, 1988 regarding "quotas in law enforcement".

I am firmly **opposed** to quotas for violation tags as an expectation for Enforcement Officers in any capacity. I believe such quotas have the potential to setting the stage for "persecution" rather than prosecution of the public we serve. I see no harm in **reasonable** quotas for such regulatory activities as vehicle checks, license checks, document service attempts, etc.

I agree with your suggested "correct supervisory techniques" as a better alternative to quota setting. Correctly done, proper supervision and "fair play" make for happier people who will generate more desirable results such as:

- "quality" tickets, perhaps fewer in number but which will stand up if tested (and fewer will be tested).
- greater public acceptance to the regulatory activities of the Officer.
- enhanced public relations with associated benefits to all.

I trust this will be an acceptable contribution to your newsletter

J.W.C., Strathcona County



"Viewing from a Police Race"
Letter for measurement

Thank you for your note of September 12, 1988. I propose rather than using the format you have set to simply give you my views in a general fashion.

I see law enforcement as an overall duty to ensure that societies rules are adhered to by the populace. As you are aware, enforcement can encompass several options including the handing out of specified penalties that the legislation warrants. That is not, however, the only option available to the law enforcement officer. There is always going to be an amount of discretion afforded a law enforcement officer is ensuring compliance with societies rules and regulations.

A rigid imposition of quotas in handing out a minimum amount of charges or tickets simply fetters that discretion in ensuring compliance with societies rules and regulations. A rigid quota system in my view demeans the law enforcement officer in the eyes of society as a whole. He would become a simple functionary in attempting to meet that quota on a monthly basis.

As your questionnaire has indicated, correct supervisory techniques would achieve the same ends in my view. Quotas are obviously designed to correct perceived deficiencies in performance. However, they in fact demean those good enforcement officers who not only deal with the day-to-day workload but also spend part of their day in dealing with crime prevention, public relations and warning offenders.

In summary, I see quotas as simply demeaning the enforcement function from one of ensuring compliance to simply issuing tickets and charges which is only part of the enforcement function. These are my personal veiws only and not the views of this office and they should not be taken as such.

J.R.B., Solicitor
Edmonton

Further to your memo of September 12, 1988 and the writer's memo of September 16, I am pleased to provide the following responses to your questions:

Are you opposed to every form of quotas for Law Enforcement Officers? (Nothing is being suggested that the Officer receives commission for work performed).

I am fundamentally opposed to the concept of quotas for law enforcement personnel. Imposing a quota system on law enforcement personnel is, in my opinion, an undesirable concept for a number of reasons:

First, I believe that such systems create the perception of a lack of trust in one's enforcement personnel. Instead of relying on an officer's discretion and ability to resolve problems without resorting to legal proceedings, quota systems encourage the officer to issue "paper" (tags and warnings) to fulfill an artificial standard for an anticipated level of illegal activity.

Furthermore, in the writer's view, quota systems encourage enforcement personnel to view the public as "violators" waiting to be found out, instead of people to be worked with in resolving problems. The public relations function of enforcement officers should be a primary concern of any local authority. Ultimately, the public pays for the enforcement and should get, in return, a service that is made up of personnel who are entrusted with the discretion of whether or not to commence proceedings and who are encouraged to exercise their good judgement. Quota systems

discourage this discretion not to initiate legal action and facilitate the exercise of discretion on the side of commencing formal proceedings. Instead of fostering respect and the spirit of cooperation with the public, it is the writer's belief that quota systems foster the public's avoidance of enforcement personnel. On this point quota systems work in direct opposition to maintaining healthy public relations.

Finally, quota systems by their nature imply that efforts of enforcement personnel have no effect upon the behavior of the public. It is assumed that people will commit a fixed number of violations despite the work and efforts of enforcement officers. This factor creates the impression that the local authority lacks trust and faith in the public as well as in the enforcement process itself. By setting a rate at which violations are expected to be found, no room is left for the realization of the enforcement officers' ultimate function - the eventual reduction in the number of violations by members of the public. A high profile enforcement structure offering healthy public relations, education and certainty of enforcement should, over time, work to increase the public's compliance with the local authority's bylaws.

It is the writer's opinion that in striving for this goal nothing can replace the fostering of integrity, independent thought and initiative in our enforcement officers. This responsibility ultimately falls upon the shoulders of management and is their biggest challenge.

Do you consider correct supervisory techniques, where personnel are required to put in a "good days work", different from a "quota

system?"

Absolutely. The difference lies in the amount of responsibility and discretion given to the officer to resolve problems without resorting to legal action.

If you are not opposed to a quota system, would you indicate how you would devise a system to set-up a satisfactory quota for individual officers?

Any system would have to be based on prior records kept by the department. Furthermore, a quota system should allow for warnings to be issued in lieu of tags and should not penalize officers for failure to issue sufficient penalty tags. Instead, records should be kept of names and addresses of persons to whom warnings are given together with any pertinent follow up information.

If you were about to institute a quota system, how would you respond to persons who felt that law enforcement officers would go overboard and would enforce indiscriminately just to meet their quotas?

See above, generally. Again, the primary focus must be in granting officers the discretion not to resort to legal action wherever matters may be resolved by other means.

I hope that the above will be of some assistance to you.

N.A.P., Edmonton

* * * * *

QUOTAS IN LAW ENFORCEMENT

I know this will muck up your

system for compiling the results of your survey but I wanted to reply in narrative rather than point form.

You have raised an interesting and complex question. From a management point of view, at first glance one might be tempted to say that some type of quota system might be a good indicator of whether the officer was actually working or was just out touring the municipality by vehicle or by foot.

However, if one assumes that prevention as well as enforcement is part of the work, presumably a highly successful prevention program would result in little or no enforcement activity. So, theoretically at least, officers who carried out good prevention programs could be subject to criticism or discipline if the quota system was entirely based on enforcement activities.

The situation is further complicated if a general quota system was applied in municipalities, urban or rural, which are large in area. In my observation it is not unusual that there will be "hot spots" of illegal activity. An officer assigned to one of these hot spot areas could easily exceed a quota without doing much work while an officer assigned to a relatively quiet area might have some difficulty attaining the quota.

There is also psychological factors to be considered. What is the effect of a quota on the officer's perception of his/her role? Might it not lead in at least some instances to nitpicking enforcement which does nothing for the enforcement agency's reputation and probably doesn't contribute much to the public good? I also suspect that the public would begin to assume that a lot of enforcement activities resulted from the quota

system rather than from significant infractions.

Having said all that, however, it is likely that using information collected over time, one could reasonably conclude that an officer carrying out a certain function would normally undertake some average number of enforcement activities in a week. Reviewing the actual performance in light of the statistical norm, would provide some indication of the officer's performance. My personal opinion is that there are so many factors affecting a person's behaviour (both officers and offenders) that anything less than a week would not be a meaningful measure. However, this particular performance measure should only be part of the system of performance appraisal which would help both the officer and the supervisor to come to a realistic assessment of individual performance.

Thanks for making me think about this issue.

T.F., Edmonton

Are you opposed to every form of quotas for Law Enforcement officers? (Nothing is being suggested that the officer receives commission for work performed).

I am opposed to quotas.

Please give your reasons.

I do realize that officers working 40 hours a week should in the normal course of their duties observe infraction of the law. These infractions may lead to warnings, releases or charges, but the procedure taken is up to the

officer. I would expect, however, to see some enforcement.

Do you consider correct supervisory techniques, where personnel are required to put in a "good days work", different from a form of "quota system"?

Good supervision is the key to quality work and productivity. I am sure that with a quota system the opposite would take place and citizen complaints would in all likelihood increase.

If you are not opposed to a quota system, would you indicate how you would devise a system to set-up a satisfactory quota for individual officers?

I am opposed to a quota system.

If you were about to institute a quota system, how would you respond to persons who felt that law enforcement officers would go overboard and would enforce indiscriminately just to meet their quotas?

Setting up a quota system would take away the officer's discretionary power and this authority is necessary in police work. The police must have the support and cooperation of the public to do their job. This public support comes from respect for the law and those who enforce it. A real responsibility resting with law enforcement is to deal fairly and effectively with those who violate the law. Good common sense and judgement must be present in police officers and they should exhibit these qualities knowing the right thing to do and when to do it. Indiscriminate law enforcement violates the spirit of the law and persecution destroys the feeling of justice and fairness, the rule of law is supposed to foster and

uphold. Therefore, I do not believe law enforcement officers can be directed to charge a certain number and to do so is a central issue involved in discretionary power. To me, a quota system violates the spirit of the law and would destroy public confidence and support for law enforcement.

In closing we all recognize that the law seeks to preserve and guarantee the personal rights of citizens and it cannot be achieved unless fundamental rights and freedoms are respected. Therefore, the law cannot be preserved as an absolute order; (i.e. quota system) and it cannot be arbitrarily imposed so as to restrain and restrict behaviour within narrow limits. The law must be looked upon as rules or conduct designed to guide behaviour so that rights and freedoms may remain in place. The true measure of an officer's work should be the lack of crime and disorder in his area, not the number of charges and convictions obtained.

R.A.P., Medicine Hat

Are you opposed to every form of quotas for Law Enforcement Officers? (Nothing is being suggested that the officer receives commission for work performed).

Yes

Please give your reasons.

You should be working towards

the intent of the bylaw, working with people to achieve the goals of the bylaw, not using the bylaw as a means of prosecuting people.

Do you consider correct supervisory techniques, where personnel are required to put in a "good days work", different from a form of a "quota system?"

If you have to resort to this procedure "good days work" then you should be considering replacing personnel. We expect a "good days work" without this necessity of asking for it. I believe most employees would resent such implication.

If you are not opposed to a quota system, would you indicate how you would devise a system to set-up a satisfactory quota for individual officers?

Opposed.

If you were about to institute a quota system, how would you respond to persons who felt that law enforcement officers would go overboard and would enforce indiscriminately just to meet their quotas?

Not being considered.

B.M., Red Deer

I've met few people in my time who were enthusiastic about hard work. And it was just my luck that all of them happened to be men I was working for at the time.

Bill Gold
Washington, D.C.
Post and Times Herald

Are you opposed to every form of quotas for Law Enforcement Officers?
(Nothing is being suggested that the officer receives commission for work performed)

B.D., Hinton

A.T., Edmonton and Calgary

Not necessarily. I think that in larger centers a reasonable quota may be all right. In a smaller center a quota would be detrimental to the reasonable functioning of the bylaw officer.

Yes.

Please give your reasons.

Large centers where you can be assured there will be a certain level of violations, also the bylaw officer is not that well known. It could also be advantages to administration / management to keep closer tabs on the officers because of the large number of them. Small centers where it is possible to clean up such things as parking problems the quotas, if any, would have to constantly change. I can foresee social problems for the officer having a quota in a small center.

Based on my experience, I am satisfied that when quotas are established, the quota becomes the reason for existence rather than unbiased law enforcement. There is a tendency to achieve the quota and then disregard further violations of the law.

Do you consider correct supervisory techniques, where personnel are required to put in a "good days work", different from a form of a "quota system?"

Either way you are "putting out" to someones expectations. I personally, as the officer would choose "a good days work", it seems less pressured and less stressful. The bottom line is to solve the problem that exists. If this can be done by means of warnings instead of violations, you have still done "a good days work."

Yes. With proper supervision, the enforcement officer is then required to enforce the law throughout his shift on an equitable basis rather than meeting his quota and becoming indifferent to his duties.

If you are not opposed to a quota system, would you indicate how you would devise a system to set-up a satisfactory quota for individual officers?

If I were to incorporate a quota system I would apply a

I am opposed to a quota system.

reasonable quota (subject to change) as per the officers particular duties. I would also make it clear to the officer that if he/she did not meet the quota, there would no reprimand if they could show reasonable cause why the quota was not reached.

If you were about to institute a quota system, how would you respond to persons who felt the law enforcement officers would go overboard and would enforce indiscriminately just to meet their quotas?

Those are the two reasons I would not use the system if it were possible. My response, however, would be to make it clear to those concerned that the officer does have a quota but it is based on common sense and that tabulation is kept up to date to ensure that quotas are kept in line with changes occurring in the community.

I would respond to concerned citizens by pointing out that a supervisory system has been instituted along with the quota system to ensure effective and indiscriminate enforcement.

In closing, it would be necessary to know if the purpose of the quotas was financial or work performance oriented. I would think the financial purpose would be most detrimental. As a bylaw officer, and saying that I know the function of a bylaw officer in the community, I would not approve of a quota system in bylaw enforcement.



* * * * *

Are you opposed to every form of quotas for Law Enforcement Officers? (Nothing is being suggested that the officer receives commission for work performed).

Yes.

Please give your reasons.

I have been involved in two systems of ticketing in the past fifteen years. In the RCMP we did not have a quota system, however, the larger detachments had a monthly assessment. The assessment form contained statistical information on a number of various charges and a narrative.

Problems developed in the quality of enforcement, for example, the last

night prior to the end of the month saw strict enforcement of certain areas in the City. Emphasis was placed on the number, not quality, of charges. At approximately 6 a.m. one four lane highway has a long hill where the speed limit changes from 80 kph to 50 kph near the bottom of the hill. Members would obtain several charges for speeding to make the month end report look impressive.

I personally believe enforcement has to maintain a standard that is consistent with what the public demands. I don't believe an enforcement agency uses the discretion required, if required, to meet statistical obligations.

Do you consider correct supervisory techniques, where personnel are required to put in a "good days work" different from a form of a "quota system?"

A quota system is a number that must be obtained. The number does not consider the final outcome of the charge. A person can be involved in an investigation in which he does not obtain the quoted number of charges for that day. I don't believe the quota would indicate the effort of the member who worked on the investigation.

I know from supervising my staff, who is producing and who is not. My department consists of five constables, which is not a large group. It might be that people supervising greater numbers of people feel they need a measuring device. Good management knows his staff and has confidence in their ability. Management courses I have taken indicate that we need to look at management, not the employee, if we feel the need to establish this type of system. I would suggest job description, employee responsibility and job satisfaction are major problems. An office could establish a daily members stat sheet and use this information for your statistics to compile the month end report. If the emphasis is on month end statistics and not used for daily criticism, the system might work. I personally have never used a statistical measuring stick.

If you were about to institute a quota system, how would you respond to persons who felt that law enforcement officers would go overboard and would enforce indiscriminately just to meet their quotas?

Human nature indicates that we do not like to be threatened. Officers will lay charges to meet quotas to keep their boss satisfied. You will find the officers emphasis will focus on laying the number of charges required. The quota system will result in very little fluctuation in the number of charges laid.

That is why this system will fail. Your department will change its objectives from serving the public to emphasizing statistics. At this point, you are not a enforcement department that deserves respect or credibility with the public.

D.S., Yellowknife

Are you opposed to every form of quotas for Law Enforcement Officers?
(Nothing is being suggested that the officer receives commission for work performed).

J.P., Calgary

A.A.M.D. & C.

Yes.

Yes

Please give your reasons.

A formal quota system can, and often does, place unnecessary stress on the individual. It may cause the supervisor as well as the officer on the street to lose sight of the common goal and their moral and discretionary powers. This would result in question #4 being asked.

No answer

Do you consider correct supervisory techniques, where personnel are required to put in a "good days work" different from a form of a "quota system?"

Yes, a good days work may well be all Crime Prevention or Public Relations. "No Enforcement!" does not mean no work.

Yes - if people are breaking the law discretion is needed as to when charges should be laid e.g. tickets should not be issued for a turn at a sign stating no turns after 4:30 p.m. until a minute or two after 4:30.

If you are not opposed to a quota system, would you indicate how you would devise a system to set up a satisfactory quota for individual officers?

No answer.

No answer.

If you were about to institute a quota system, how would you respond to persons who felt the law enforcement officers would go overboard and would enforce indiscriminately just to meet their quotas?

Two thoughts: 1). we all know how many infractions do occur that go both undetected and unpunished through officer discretion. After a period of time a quota would reduce both the frequency and the use of officers discretion. It may also seriously damage the departments image in the eyes of the public. I therefore would never publicly initiate a quota system.

Situations have come to our attention where tickets were issued in unwarranted situations - we feel quotas can lead to this and thus cannot support quotas.

THAT'S IT