

# Leaders

INTERNATIONAL

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## OPPORTUNITY PROFILE

### Chief Information Officer



CALGARY  
POLICE  
SERVICE

**A prosperous city:** Focusing on partnerships that address crime and public safety needs, the CPS can help ensure that Calgary remains a safe and attractive place to live, work and raise a family.

**A city of safe and inspiring neighborhoods:** Ensuring Calgarians are safe in neighborhoods across the city is a priority for CPS. The CPS has a strong community policing philosophy that addresses the needs of all citizens through crime prevention and education, crime reduction and early intervention, and enforcement.

**A city that moves:** Through a



comprehensive traffic safety plan that aligns with the strategies of other City departments and community groups, the CPS will support the safe movement of people and goods throughout the city.

**A healthy green city:** Through robust environmental initiatives, CPS has a strong commitment to conserve and protect the environment.

**A well-run city:** The CPS will ensure the best service possible to our community by improving how we do business and providing members with relevant training, skills, and technology.

## ABOUT THE CALGARY POLICE SERVICE

The Calgary Police Service (CPS) supports the vision for Calgary to be a great place to make a living, a great place to make a life. CPS is addressing all five City Council Priorities through the Commitments, Strategies and Actions.

Over the coming years, the CPS will continue to address the needs of our growing city through:

- Leveraging technology to create further operations efficiencies which will allow our members to focus more effectively on community concerns and crime issues.
- Continuing to reduce crime through crime prevention, intervention and reduction programs.
- Finding efficiencies to increase levels of service and improve recruitment opportunities.
- Delivering effective and relevant training to our members.
- Providing health and wellness support for members that ensures the CPS is best positioned to confront crime and ensure citizen safety.

The CIO is a strategic leader, and as part of the executive team brings business excellence and best practices aligned to the greater CPS strategy. The CIO serves as the single point of contact for all information and communication technology, information management, business operations, evidence and records management, both internally and externally. As an executive leader, the CIO will be part of the cultural transformation at CPS, with a mandate of achieving a respectful, healthy workplace culture.



CPS is among the largest and most respected municipal police services in Canada.

CPS has close to 3,000 employees, with more than 2,200 police officers and more than 800 civilian employees.

CIO is responsible for:

- Information Technology
- Police Business Operations
- Records and Evidence Management
- Integrated Information Management

This position reports up to the Deputy Chief, Bureau of Corporate Support who reports to the Chief Constable.

## THE TEAM

The CIO is responsible for providing leadership to 350 staff, including **6 direct reports**:

- Executive Assistant
- Staff Sergeant, Body Worn Camera Team
- Manager, Records and Evidence Management Section
- Manager, Police Business Operations Management
- Manager, Integrated Information Management Section
- Manager, Information Technology Section

## THE OPPORTUNITY Chief Information Officer

Reporting to the Deputy Chief, Bureau of Corporate Support, the Chief Information Officer (CIO) is the most senior IT role at CPS. The CIO heads the Information Management and Technology Divisions comprised of four distinct sections: Information Technology Section, Integrated Information Management Section, Records and Evidence Management Section, and Police Business Operations Section.

This is a strategic role, part of the executive, serving as a single point of contact for all technology, information, evidence and records management. In addition, this role is responsible for the Police Business Operations that directly support the public and officers on a 24/7 basis and managing the Police/Crown relationship to supply Court and disclosure information accurately and on time. As an executive, the CIO represents CPS locally, provincially and nationally.



The CIO is responsible for an operations budget of \$52 million and a capital budget of \$9 million. There are six direct reports: Manager Information Technology, Manager Integrated Information Management, Manager Police Business Operations Management, Manager Records and Evidence Management, Staff Sergeant Body Worn Camera Team, and an Executive Assistant. The team of 350 is a mix of officers and civilians, management exempt and union employees.

## KEY RESULT AREAS

### Operational Management

The Information Management and Technology Division comprises four sections, offering diverse contributions to the business.

- Information Technology Section – The IT Section comprises eight units: IT Service Centre, Security, Systems Development and Support, Technical Services, Architecture and Innovation, IT Vendor Services and the Project Management Office. These eight units represent the entire 24/7 support to CPS and partners.

## THE PERSON

University degree in computer science or equivalent. An MBA would be an asset.

Project Management Professional (PMP) certification preferred, coupled with significant portfolio, program and project management experience.

15+ years experience including 5 years in a senior management position, leading and large group of technical employees. Leadership roles in the public sector, managing union and exempt staff is beneficial.

Proven experience in managing technology risk in a complex organization.

Leadership, management and change management experience with the ability to engage and align employees to divisional and corporate strategy, initiatives and culture.



- Integrated Information Management Section – The IIM Section was formed from the project Sentry team, supplemented with the ‘Business Excellence Team’ (continuous improvement) directed to control, coordinate and report on all informational needs of the Service.
- Records and Evidence Management Section – The REMS was formed from the Records and Information Management Section (RIMS) combined with the Court and Disclosure Unit (CDU) and the Evidence and Property Unit (EPU). The aim is to combine the collection, storage, dissemination and disposition of all evidentiary-based content and products of the Service, including all digital, physical and media evidence and the subsequent disclosure to the Courts and Crown. The goal is to form an evidentiary centre of excellence for the Service.
- Police Business Operations Section – The PBOS is comprised of four extremely busy units: Canadian Police Information Centre (CPIC) Unit, Field Data Unit (FDU), Police Information Check Unit (PICU), and Records Processing Unit (RPU):
  - CPIC operate 24/7 in direct support of the CPS Officers, but also other agencies nationally and internationally. Information includes stolen vehicles, missing persons, stolen property, probation files, warrants and court information.
  - RPU operates 24/7 supporting officers by collating and entering all reports, and the public through various interactive means, voice-direct and online, these may range from traffic offences to homicides.
  - FDU comprises three areas: Ticket Control for photo enforcement and traffic tickets issued by CPS, Alarm Bylaw who administer residential and business alarms and associated payments and Correspondence, responsible for all outside agencies and public with whom the team directly interacts.
  - PICU conducts all the Police checks required by the public and organizations, including vulnerable sector checks, including biometrics.

### Strategic Planning

- Responsible for overseeing long and short-term strategic planning for all services and ensuring the division’s planning is aligned within CPS, external community partners and other police agencies across the country.
- Provide strategic direction and executive management for the IT division including establishing objectives, monitoring standards of performance, setting priorities, mitigating risk and final approval of policies and procedures.
- Responsible for the creation and implementation of a technical roadmap.
- Provide advice and recommendations to the Executive and the Police Commission on policy changes and new strategies related to IT which supports the goals and priorities of CPS.

## COMPENSATION

A competitive compensation package will be provided including an attractive base salary and excellent benefits.

Enhanced security clearance will be conducted as part of the hiring process.

Relocation will be provided if required.

Further details will be discussed in a personal interview.

- Develop a research and development model to ensure CPS is utilizing and developing the best tools to meet diverse and changing technology needs.
- Ensure members of the Executive and the Police Commission are kept abreast of financial, political and other related developments that impact CPS from an IT perspective.
- Actively participate in goal setting, allocation of resources, and coordinating and directing programs that support operational and administrative practices.
- Ensure all aspects of the division are seamlessly integrated with all other CPS services and initiatives.

### Project/Portfolio Management

- Plan and oversee significant projects through all project phases. Select projects currently of note are: Body Worn Cameras, In-Car Digital Video, Sentry, BI/Palantir, eCourts and Unified CAD.
- Ensure objectives, design and methodologies align with the changes in policing from a technological, privacy and legal perspective.

### Acting as a CPS Representative

Represent CPS on several committees and delegates for the Deputy Chief during absences. Committees attended:

- CPS – Project Management Steering Committee – Chair
- CPS – Information Management Steering Committee - Participant
- CPS – Authority for investigations requiring system data/audit
- CPS – Police Commission Finance and Audit Committee
- City – Calgary Municipal Radio Network (CMRN) – Chair
- Provincial – Alberta Association of the Chiefs of Police (AACP) ICT Committee – Chair
- National – Canadian Association of Chiefs of Police (CACP), ICT Committee
- National – eCrime Cyber Council – National Advisory to the CACP
- North America – Major Cities Chiefs' Association (MCCA) – ICT Committee

## KEY COMPETENCIES

**Strategic Planning** – Cognizant of a variety of factors that will influence the success of strategies and policies implemented. Able to coach or mentor colleagues to understand the bigger picture and work collaboratively to define and deliver key business solutions and results. Exceptional at anticipating the consequences of their strategies. Makes things happen and gets things done. Known for their ability to accomplish objectives.



**Leadership** – Interacts effectively with all stakeholders. Interactions are based on respect and an appreciation that people with varying backgrounds and viewpoints enrich the organization. Encourages others to offer their ideas or opinions, and works with partners to create policies that support an integrated delivery of service. Utilizes a high degree of collaboration and diplomacy to make decisions that best meet the needs of CPS and the community.

**Change and Project Management** – Responds to challenges with innovative solutions and policies. Demonstrates a willingness to question conventional wisdom as a means of serving both internal and external customers. Proven ability to challenge cultural paradigms.

**Communication** – Communicates in a compelling and articulate manner that instills commitment and confidence. Uses a variety of communication vehicles to foster open and honest communication within CPS and across the civic service. Able to effectively deliver complex messages to both technical and non-technical audiences. Able to communicate the value of IT and innovation.

**Cognitive Capacity** – Possesses the ability to understand and respond effectively to the complexities inherent in a police service and will have a strong ability to deal with complex and divergent issues and how these impact the police organization and policy development.

**Ethics and Values** – Treats people fairly and with dignity. Is willing to admit mistakes, even in the face of adverse consequences. Their principles act as an internal compass to guide their behavior, allowing them to uphold the personal, social, and ethical norms of CPS.

## FOR MORE INFORMATION

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