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# THE FUTURE OF POLICING FREDERICTON: A 5 YEAR PLAN

## OUTSTANDING RECOMMENDATIONS

2011

**Fredericton**  
POLICE FORCE

## 5 YEAR PLAN – RECOMMENDATIONS SUMMARY

### OVER 75% COMPLETED

Project Status	25%	50%	75%	100%
<b>I. Deployment</b>				
3. Redesign Shift Schedule. (Pending full complement)				
6. Mandate review.				
9. Creation of the Neighborhood Action Team.				
15. Creation of a dedicated police Employee Development Advisor.				
18. Civilianize the position of Summons Server/ Crossing Guard Coordinator.				
<b>II. Partnerships</b>				
24. School Community Offices.				

### 50% TO 75% COMPLETED

Project Status	25%	50%	75%	100%
<b>I. Deployment</b>				
11. Creation of a Media Liaison.				
19. Reorganization of the Fraud Section to a dedicated unit for Economic Technical Crime.				
<b>III. Professionalism</b>				
31. Develop Performance indicators for Community Policing.				
<b>IV. Workforce</b>				
40. Work towards a high level of Human Resource Management. (Review to update)				

### 50% OR LESS COMPLETED

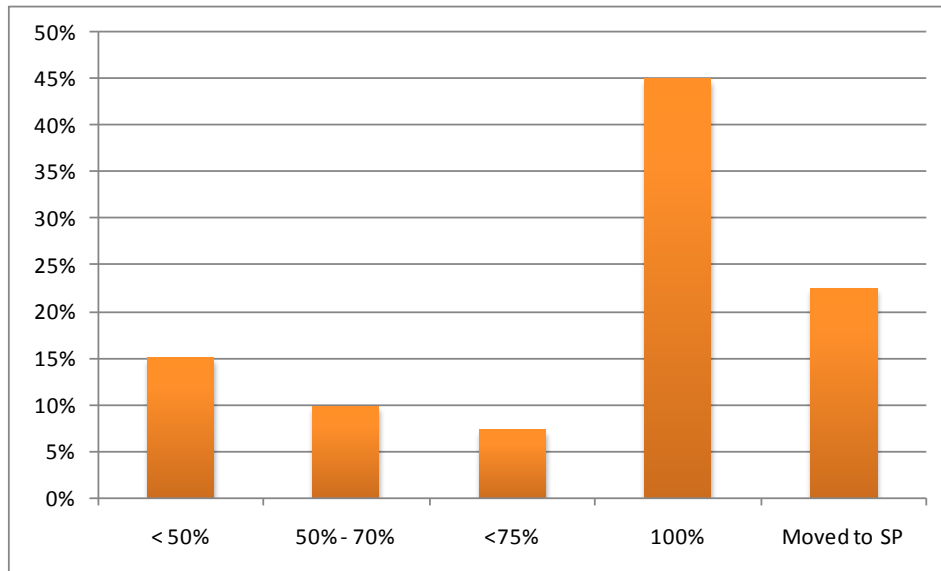
Project Status	25%	50%	75%	100%
<b>I. Deployment</b>				
4. Driver License Scanning Technology acquisitions. (Pending Provincial Initiative)				
12. Platoon Complement.				
14. Reorganization of the Training Section.				

### RECOMMENDATIONS COVERED IN STRATEGIC PLAN

<b>I. Deployment</b>				
2. Cross-Divisional Communication (in Strategic Plan)				
5. Managing Police Technology. (in Strategic Plan)				
<b>II. Partnerships</b>				
27. Self-Serve Customer Services. (in Strategic Plan)				
<b>III. Professionalism</b>				
32. Development of Strategic talent management plan. (in Strategic Plan)				
33. Develop communities of practice for Corporals and Sergeants. (in Strategic Plan)				
<b>IV. Workforce</b>				
34. Workload Analysis & Allocation of Resources Review. (in Strategic Plan)				
35. Undertake initiatives to further develop employee engagement and connection with the Force. (in Strategic Plan)				
37. Career Paths. (in Strategic Plan)				
38. Develop a framework for sharing corporate knowledge. (in Strategic Plan)				

## COMPLETED

Project Status	25%	50%	75%	100%
<b>I. Deployment</b>				
1. FPF reaffirmation of the Community Policing Philosophy.	█	█	█	█
7. Downtown Foot Patrol.	█	█	█	█
8. Creation of Neighborhood Action offices.	█	█	█	█
10. Creation of the N.A.T. Advisory Group.	█	█	█	█
13. Creation of Professional Standards.	█	█	█	█
16. Creation of a dedicated unit for Drug Crimes.	█	█	█	█
17. Reorganization of the Family Services Unit to a unit dedicated to Special Victims.	█	█	█	█
20. Increase Major Crime complement.	█	█	█	█
22. Creation of civilian Assistant Administration Manager.	█	█	█	█
<b>II. Partnerships</b>				
25. Creation of a Police and Information Technology Service Level Agreement.	█	█	█	█
26. Creation of a FPF Social Committee.	█	█	█	█
<b>III. Professionalism</b>				
28. Continue to implement Performance Management System.	█	█	█	█
29. New NCO's Office Space.	█	█	█	█
30. Community Policing Force wide Training.	█	█	█	█
<b>IV. Workforce</b>				
36. Recruitment Strategy.	█	█	█	█
39. Review Work-Related Stress and Employee Wellness.	█	█	█	█
21. Civilian Administration Support Staff Compliment.	█	█	█	█
23. Redesign of the FPF Organizational Chart.	█	█	█	█



## 5 Year Plan Resource Additions and Allocations

**2007**

### New Positions - 7 Police Officers, 3 Civilians

Location	Rank	# of Positions
NAT	S/Sgt	1
NAT	Cpl	1
CID – Major Crime	Cst	2
Patrols	Cst	3
Administrative Support (contracts converted to FTE's)	Intermediate Clerks	2
Administrative Support	Clerk	1

**2008**

### New Positions - 6 Police Officers, 3 Civilians

Location	Rank	# of Positions
Prof. Standards	S/Sgt	1
NAT	Cst	1
CID – Drugs	Cst	1
CID – Special Crimes	Cst	1
Patrols	Cst	1
Summon Server (unable to civilianize)	Cst	1
Administrative Support	Clerk	2
Assistant Manager Admin. Support	NB	1

\*Note: Part-time Contract – Employee Development Advisor

**2009**  
**New Positions - 0 Police Officers, 1 Civilian**

Location	Rank	# of Positions
Administrative Support	Clerk	1

\*Note: Part-time Contract – Crime Analyst

**Positions Re-allocated  
for the 5 Year Plan Reorganization**

Location	Rank	# of Police Officers
Drugs (from CCU)	Cst	2
Drugs (from CCU)	Cpl	1
Special Crimes (Surplus Cpl)	Cpl	1

**Re-allocated/Unfunded New Positions**

Location	Rank	# of Police Officers
Identification	Cst	1
Quality Reader	Cpl	1
Station Officers	Cst	2
Youth at Risk Coordinator	Cst	1
CIIU Position	Cst	1
Ecole St. Anne	Cst	1
Court Summons Server	Int. Clerk	1

Note: Increase in budget to date = **\$1,420,364**  
Year 1 = \$716,056; Year 2 = \$639,059; Year 3 = \$65,247

**Position Remaining in 5 Year Plan  
Need to be reviewed**

Year	Police Officers	Civilian Members
2010	- 1	0
2011	0	0
2012	6 (3 from 2011)	2 (Training/Media)
2013	2	0
2014	3	0

Note:

- Police Officers = 9 for Patrols, 1 NAT (either 1 Sgt or 2 Cst), 1 Ecole St. Anne
- Civilians = Part-time contracts = 1 Training and 1 Media (reallocation of PO)
- Contracts = 1 Employee Development Advisor and 1 Crime Analyst

## RECOMMENDATIONS

### SECTION I DEPLOYMENT

#### 2. Cross-Divisional Communication. (Covered in Strategic Plan)

Recommendation: The FPF will construct a working committee to research ways to enhance communication between interdepartmental divisions i.e. closing the communication loop through enhanced service such as briefings, 'hot sheets', the intranet, under-laps and de-isolating community officers.

Timeline: Long-term, Year 1 – 5

#### Progress to date

Project Status	25%	50%	75%	100%
2. Cross-Divisional Communication (2007 – 2011)				

- Neighbourhood Action Liaison positions were created in Routine Order 2007-228 which identifies NCO's as being responsible for cross-divisional communications on matters related to ongoing or imminent neighbourhood problems.

These identified leaders will initiate and maintain a two-way communication flow, to and from the members in their respective work groups through the North and South Neighbourhood Action Team Leaders.

This piece of the cross-divisional communication plan is intended to provide a foundation for the development of united and proactive operational strategies to deal with neighbourhood issues. Cross-divisional communication must involve an action plan with problem oriented and/or enforcement strategies when and where applicable.

- Inter-divisional meetings are held bi-weekly with all Staff Sergeants, Inspectors and the Manager of Administrative Support.
- One-on-one bi-weekly meetings are held between the Inspectors, the Manager of Administrative Support and the Chief and Deputy Chief of Police.
- The Crime Bulletin project approved.

Issue: Fredericton Police Force (FPF) Crime Bulletin. Currently, the Crime Bulletin is published daily on the intranet. With the introduction of the 5 Year Plan initiatives, the Crime Bulletin was identified as an area for improvement to make it more efficient, effective and user friendly to serve our members better.

- Internet was updated to City's platform and fully translated in both official languages.
- 5 Year Plan communications – wall charts, newsletters and town hall meetings.



- Other areas of cross communication are Staff Sergeants meet every 2<sup>nd</sup> Friday, Town Hall meetings and Traffic Liaison.

### 3. Redesign Shift Schedule. (Pending full compliment)

Recommendation: The FPF will investigate the specifications, schedules and resource allocations required for 12-hour shift partial under-lap or the introduction of a “heat shift”.

Timeline: Immediate, Year 1.

#### Progress to date

Project Status	25%	50%	75%	100%
3. Redesign Shift Schedule. (2007)				

- The Shift Schedule Working committee researched and wrote a report, which was submitted to the Change Management Team with recommendations for implementation. The report offered three options for implementation.
- A pilot project was proposed for late 2008 or early 2009 once the platoon division receives an increase in the number of officers as per the 5 Year Plan.
- The reports recommendations will be implementation once there is an increase in the number of patrol officers set for 2009, 2010 and 2011.

### 4. Driver License Scanning Technology Acquisition. (Pending Provincial Initiative)

Recommendation: The FPF purchase Driver License Scanners to support initial query function.

Timeline: Immediate, Year 1.

Description: Currently, several national police agencies are piloting automated

#### Progress to date

Project Status	25%	50%	75%	100%
4. Driver License Scanning Technology acquisitions. (2007)				

**Percentage Complete: 25%**

- A sub-committee of the Technology Task Force has completed the research on the implementation of DL Scanner technology in police vehicles. A proposed pilot project for the Traffic Unit vehicles is proposed in late 2009.
- This project is waiting for the new MDT deployment.

**5. Managing Police Technology. (Covered in Strategic Plan)**

Recommendation: The FPF task the FPF Technology Steering Committee with conducting business process improvements (BPI) on mug shot software solution, document imaging, and specific activities identified by the Technology Steering Committee.

Timeline: On-going, Years 1 to 5.

**Progress to date**

Project Status	25%	50%	75%	100%
5. Managing Police Technology. (2007 – 2011)				

- The Technology Task Force is comprised of both civilian and police members along with membership from the City IT department. This group reviews current and future technology needs for the Force. This group meets once a month throughout the year.

**6. Mandate review.**

Recommendation: The FPF undertake mandate reviews of the following sections: victim/witness, traffic, community crime, polygraph, and EFAP.

Timeline: Short term, Year 1 & 2

**Progress to date**

Project Status	25%	50%	75%	100%
6. Mandate review. (2007 – 2008)				

- Several meetings have been held regarding the development and revision of mandates for sections and units throughout the Force.
- A standard mandate format has been designed and is currently being implemented Forcewide.
- Administrative Support staff process completed.

## 9. Creation of the Neighborhood Action Team.

Recommendation: The FPF implement a newly designed Neighbourhood Action Team (N.A.T.) to be located in the satellite offices and reporting directly to the N.A.T. Advisory Group. See the new police organizational chart at the end of this section. The N.A.T. needs to formulate the team's mandate.

Timeline: Immediate, Year 1 & 2.

### Progress to date

Project Status	25%	50%	75%	100%
9. Creation of the Neighborhood Action Team. (2007 – 2008)				

- The NAT transition plan involved a number of actions ranging from: brainstorming sessions, questionnaires, defining mandates, roles, and responsibilities. The process involved the hiring of new employees, promotions and transfers to create the team.
- The Neighbourhood Action Teams were staffed in 2007 with existing members and the promotions of a Staff Sergeant, as the officer-in-charge, and a corporal. In 2008, the budget allowed for the hiring of new member for NAT in July.
- Neighbourhood Action Team Philosophy: The Fredericton Police commits to working with others to address current and evolving public safety needs by engaging our members and partners through ongoing communication, education and evaluation.
- The Youth at Risk Coordinator position was added through the reallocation of an officer.
- There are still positions that need to be added through the budget process.

## 11. Creation of a Media Liaison.

Recommendation: The FPF implement a newly appointed Media Liaison position.

Timeline: Short term, Year 2, 3 & 4.

### Progress to date

Project Status	25%	50%	75%	100%
11. Creation of a Media Liaison. (2008 – 2010)				

- The position was not included in the 2008 or 2009 budget.
- The completion of this recommendation will be moved forward by a year to be completed in a future budget.

## 12. Patrol Complement.

Recommendation: The FPF will increase the number of police officers in the patrol division by incremental increases on each of the four platoons reach a projected 15 police officers per platoon in 2011.

Timeline: Long term, completed by year 5

### Progress to date

Project Status	25%	50%	75%	100%
12. Platoon Complement. (2007 – 2011)				

- The majority of personnel increases during 2007 and 2008 were geared towards Major Crime to address the increase in the number of files and the complexity and time required to address those files.
- Patrols received 4 new positions in 2007. The majority of personnel increases for patrols were to be address in the last three years of the plan.
- The shift schedule working committee completed and submitted a final report regarding the current shift schedule. The changes recommended in the report were put on hold until the patrol division had an increase in the number of officers slated for years 3, 4, & 5.

## 14. Reorganization of the Training Section.

Recommendation: The FPF will reorganize the current Training and Media section to a dedicated training section containing one police officer and one civilian member.

Timeline: Short term, Year 3, 4 & 5

### Progress to date

Project Status	25%	50%	75%	100%
14. Reorganization of the Training Section. (2009 – 2011)				

- This recommendation is slated to begin in the future, pending budget discussions, with the introduction of a part-time contract.
- The initial start time of this recommendation is currently under review.

## 15. Creation of a dedicated police Employee Development Advisor.

Recommendation: The FPF creates the position of an Employee Development Advisor (EDA) to support to the Force.

Timeline: Short term, year 1, 2 & 3

### Progress to date

Project Status	25%	50%	75%	100%
15. Creation of a dedicated police Employee Development Advisor. (2007 – 2009)				

- The position of Employee Development Advisor began in year 1 of the plan with the introduction of a contracted part-time employee (RO 2007-053).
- The position is filled by a civilian member who reports directly to the Executive.
- This position is slated for the 2009 budget moving from a part-time contract to a full time position pending budget discussions. (See Appendix B)

## 18. Civilianize the position of Summons Server/Crossing Guard Coordinator.

Recommendation: The FPF civilianize the Summons Server/Crossing Guard Coordinators position.

Timeline: Short term, Year 1.

### Progress to date

Project Status	25%	50%	75%	100%
18. Civilianize the position of Summons Server/ Crossing Guard Coordinator. (2007)				

- A business case and job fact sheet was created for this position.
- Upon legal advise, it was determined that this position could not be held by a civilian member.
- The position and funding will remain filled by a police officer.
- Later in the spring of 2009, Senior Management designed a pilot project where the notices of summons were mailed to recipients requesting them to pick up the documents at the neighborhood offices. This pilot project was very successful. We have also found a way to track these on RMS.

- To complete this project there is a need to add one person to the civilian staff complement; this did not happen in the 2010 budget.

**19. Reorganization of the Fraud Section to a dedicated unit for Economic & Technical Crime. (Need to be reevaluated)**

Recommendation: The FPF create a dedicated unit for Economic & Technical Crime from the current Fraud Section.

Timeline: Short term, Year 1 & 2.

**Progress to date**

Project Status	25%	50%	75%	100%
19. Reorganization of the Fraud Section to a dedicated unit for Economic Technical Crime. (2007 – 2009)				

- The mandate for Economic Crime has been drafted by the working committee and will be approved before the end of 2008.
- Economical and Technical Crime was established in May 2007 with Standing Order SO 2007-013.
- Economical and Technical Crime consist of two (2) constables. A third constable is to be added with the addition of the civilian Media member slated to be added in 2009 pending budget discussions.

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**RECOMMENDATIONS  
SECTION II**

**PARTNERSHIPS**

Public Safety is not just the responsibility of the police; it is the responsibility of the entire community. By strengthening the Fredericton Police Force’s partnerships with the community, other City departments, agencies and organizations, we can leverage our limited resources to enhance public safety in Fredericton. These partnerships encompass external and internal alliances.

## 24. School Community Offices.

Recommendation: The FPF review the mandate of offering resources in the form of community offices within schools. This review should include the review of other area schools such as École St. Anne. The FPF pursue the creation of a financial partnership with the Province of New Brunswick and the local school districts.

Timeline: Short term, Year 1 & 2 (Extended into Year 3 & 4)

### Progress to date

Project Status	25%	50%	75%	100%
24. School Community Offices (2007 – 2008)				

- Meetings were held with the Districts school board regarding cost sharing of all School Resource Officers. A Memorandum of Understanding is in the process of being approved with a cost sharing agreement with the school districts.
- This recommendation will be moved into the one of the last three years of the Plan.

## 27. Self-Serve Customer Services. (Covered in Strategic Plan)

Recommendation: The FPF in cooperation with Corporate IT identify those areas that could be offered as self-serve options to customers, i.e. fraud seminars to banking institutions, school presentations, and distance learning for officers.

Timeline: Long term, Year 3, 4 & 5

### Progress to date

Project Status	25%	50%	75%	100%
27. Self-Serve Customer Services. (2009 –2011)				

- Although this recommendation was slated to begin in 2009, several initiatives were started in 2008.
- The first on-line form for the Fredericton Police Force will be launched in September 2008.
- The FPF Internet platform was moved to the City's fully supported platform.
- The FPF Intranet has begun changing and preparing for a move to the City's IT platform of MS Share Point. As changes are made to section of the intranet, they are being updated to a Share Point friendly platform.

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## RECOMMENDATIONS SECTION III

### PROFESSIONALISM

These recommendations are intended to enhance the professionalism by which the Fredericton Police Force provides public safety services and interacts with its people.

#### 31. Develop Performance indicators for Community Policing.

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Recommendation: The FPF develops performance indicators for community policing.

Timeline: Long term, completed by the end of year 5.

#### Progress to date

Project Status	25%	50%	75%	100%
31. Develop Performance indicators for Community Policing. (2009 – 2011)				

- One meeting was held in the first half of 2009 with the D/Chief, Michele Cronin and Francisca Kranenburg, Crime Analyst. Several options were discussed regarding potential methodology to complete this recommendation.

#### 32. Development of Strategic talent management plan. (Covered in Strategic Plan)

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Recommendation: The FPF develops a strategic talent management plan that supports the Force's business plan and objectives with the required complement of skills, competencies and member engagement.

Timeline: On-going, Year 1, 2, 3, 4 & 5.

#### Progress to date

Project Status	25%	50%	75%	100%
32. Development of Strategic talent management plan. (2007 – 2011)				

- Competencies for Senior Management have been completed and implemented.
- A new promotional process has been developed in conjunction with the FPF Performance & Development system.
- The City approved an open ended police application process for 2007 and 2008.



- A Succession Planning Report was completed with recommendations by the EDA and Research & Planning.
- Civilian succession planning has been completed 3 positions were rated low risk; to mitigate risk work instructions have been documented (Admin Support Manual), cross-training has taken place, the divisional structuring assist in mitigating the loss of organizational knowledge.

**33. Develop communities of practice for Corporals and Sergeants. (Covered in Strategic Plan)**

Recommendation: The FPF develop communities of practice for Corporal and Sergeant ranks. This would be member led and organized.

Timeline: On-going, Year 1, 2, 3, 4 & 5

**Progress to date**

Project Status	25%	50%	75%	100%
33. Develop communities of practice for Corporals and Sergeants. (2007 – 2011)				

- This is an on-going recommendation.
- Patrol NCO's meet regularly to discuss issues and events in each division. These meetings include professional development for both the sergeants and corporals.
- The NCO promotional process was re-designed.
- The NAT Liaisons were created and appointed in RO 2007-228.
- Advanced NCO Training provided such as Critical Conversations and Coaching Conversations
- Tips of the Week from the EDA

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**RECOMMENDATIONS  
SECTION IV**

**WORKFORCE**





Recruiting and retaining an excellent, diverse workforce is critical to the future success of the Fredericton Police Force.

### 34. Workload Analysis & Allocation of Resources Review. (Covered in Strategic Plan)

Recommendation: The FPF conduct a workload analysis and an allocation resource review, including the deployment of civilian staff.

Timeline: Short term, Year 1 & 2. (Extended)

#### Progress to date

Project Status	25%	50%	75%	100%
34. Workload Analysis & Allocation of Resources Review. (2007 - 2008)				

- Civilian workload analysis/skills assessment has begun; includes newly identified NAT clerk responsibilities, realignment of support duties to appropriate position, documented primary and secondary responsibilities, available capacity, training requirements, automated manual processes for other units/divisions, updated work instructions.
- As a result of the Readers Mandate Review, there has been a realignment of several tasks from the Reader, to Admin support:
  1. Daily Crime Bulletin
  2. Ledgering of files
  3. Data entry on concluded files
  4. Release of information to outside agencies (i.e. Moncton Detention facility)
  5. Court Prep staff are conducting CPIC, JIS and in house on all charge files as opposed to the Reader prior to ledgering the file
- In addition, the Station Officer are reviewing the "Sign In" book for Undertakings and initiating a file for any breaches
- Court Officer is handling the processing of Requests for additional Information from the Crown
- Upon installment of the Youth Officer, the responsibilities of YCJA coordinator and the processing of all Youth files will be removed from the Reader.
- In addition, we have distributed the load of investigating FPF members for minor criminal offences as a result of a Police Act investigation, between four of the five S/Sgt's – excluding Professional Standards S/Sgt, as opposed to having them all assigned to S/Sgt CID.
- The NCO in Special Crimes, was removed from the on call and nights rotation, to work straight days as an NCO in CID, with direct supervision over the two Constables in addition to NCO support in CID.

### 35. Develop Employee Engagement. (Covered in Strategic Plan)

Recommendation: The FPF should undertake the initiatives to further develop employee engagement and connection with the Force. *Engaging people continuously.*

Timeline: On-going, Year 1, 2, 3, 4, & 5.

#### Progress to date

Project Status	25%	50%	75%	100%
35. Undertake initiatives to further develop employee engagement and connection with the Force. (2007)				

- Hosted “Honey I’m Home” officer and spousal workshop in 2008.
- Conduct cadet, park patrol and field placement exit interviews.
- A focus session was held with Coach Officers to improve reporting resources and manuals.
- Promotional debriefing interviews held after every promotional process with all successful and unsuccessful candidates.
- The NCO’s were provided with interview preparation sessions and material.
- With the City Survey, police employee engagement and satisfaction scored high
- Other items of note: Workplace Ambassador Team, spotlight on performance and the P&D system.

### 37. Career Paths. (Covered in Strategic Plan)

Recommendation: The FPF should identify career paths, complemented with competency profiles, and communicate development opportunities. The FPF should also review formalized mentoring and knowledge transfer programs.

Timeline: Short Term, Year 1 & 2.

#### Progress to date

Project Status	25%	50%	75%	100%
37. Career Paths. (2007 – 2008)				

- Transfers are now viewed by the majority of members as a developmental opportunity.
- UNB Bachelor of Integrated sessions held for members interested in completing their degrees.





- Completed a series of career interviews with a cross section of every rank.
- To be completed in 1st quarter of 2010

**38. Develop a framework for sharing corporate knowledge. (Covered in Strategic Plan)**

Recommendation: The FPF should develop and implement a framework for sharing corporate knowledge (succession planning). The FPF should identify critical workforce segments required to achieve the 5 year plan.

Timeline: Long Term, Year 3, 4 & 5.

**Progress to date**

Project Status	25%	50%	75%	100%
38. Develop a framework for sharing corporate knowledge. (2009 – 2011)				




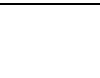
- The probationary constable, new recruit/hiring and return to work process have been mapped to promote better understanding and flow of these work process.
- Several professional development sessions were held with Senior Management.
- A series of recommendations in the FPF Succession Planning report speaks to the capturing of pertinent information for sharing of corporate knowledge.

**40. Work towards a high level of Human Resource Management.**

Recommendation: The FPF should strive for a “Human Resource Management” approach (level 3).

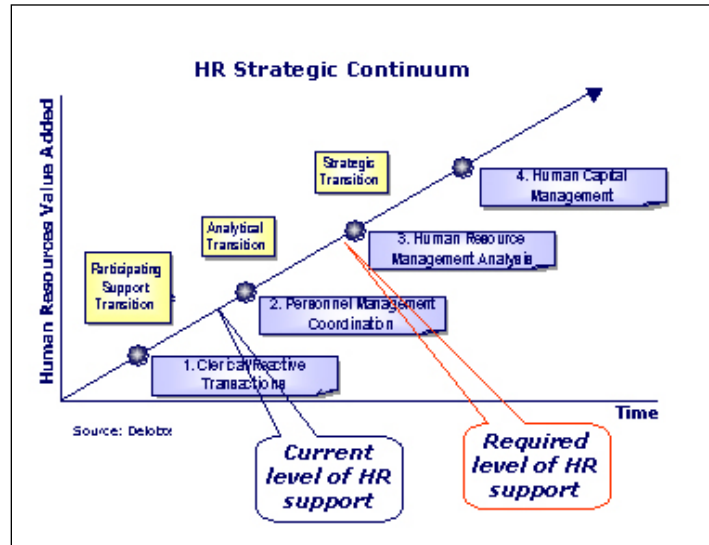
Timeline: Long Term, Year 4 & 5.

**Progress to date**

Project Status	25%	50%	75%	100%
40. Work towards a high level of Human Resource Management. (2010 – 2011)				

- With the hiring of the Employee Development Advisor and the Force's Performance & Development system, the Force is beginning to move towards the goal of reaching a level 3.
- The hiring process was revamped in 2008 to better reflect the police competencies and is now a competency based interview.

- With the near completion of several workload analyses and the review/creation of succession planning within the Force, the Force is moving up the HR Strategic Continuum.



## **APPENDIX A**

### **SUMMARY OF WORK COMPLETED IN 2007, 2008, 2009**

#### **REVIEW - 2007**

Year 1 of The Future of Policing in Fredericton: A 5 Year Plan has proved to be very busy for all members of the Force.

The Change-Management Team along with several in-house working groups and committees have worked hard over the last year to develop implementation plans for the 40 recommendations of the 5 Year Plan. At the end of year one, 4 recommendations were completed and a large majority are 75% complete.

The 5 Year Plan document was introduced to City Council as a living document, meaning that it is flexible, adaptable, and will evolve throughout the five year timeframe. Recognizing the ever-changing nature of the issues that impact policing such as demographics, types of crimes and technology, flexibility and adaptability are imperative to the success of the plan. As the Force moves into years three, four and five, evaluation will play a larger role in the implementation plan. The ultimate goal of the 5 Year Plan is to move the Fredericton Police Force closer to achieving its vision: The Fredericton Police Force will be the recognized leader in providing quality police services to meet the public safety needs of the community.

#### **What have we done in year one?**

- 4 recommendations were completed.
- Hired an Employee Development Advisor.
- Established the Neighbourhood Action Team (NAT)
- Promoted a Staff Sergeant NCO in charge of NAT.
- Opened the 2 Neighbourhood Action Team offices.
- New NCO office space.
- Established the NAT Advisory Group.
- Mandate reviews began forcewide.
- Created a proposed redesign of the shift schedule.
- Increased the complement of the Major Crime section in Criminal Investigations (CI).
- Shifted the Fraud section to Economic Crime.
- Reorganized the Family Services into Special Crimes.
- Established a Drug Crimes Unit.
- Redesigned the Fredericton Police Force organizational chart.
- Increased the civilian and police complement.

## **REVIEW - 2008**

At the close of Year 2, the Change-Management Team along with several in-house working groups and committees have worked hard over the last two years to develop implementation plans for the 40 recommendations of the 5 Year Plan. At the end of year two, 12 or 30% of the recommendations were completed and 15 or 38% are over 50% complete.

### **What have we done in year two?**

- 12 recommendations were completed.
- Established and promoted a civilian Assistant Manager of Administrative Support.
- Established the Office of Professional Standards staffed by a Staff Sergeant.
- Mandate reviews for several sections were conducted.
- FPF Social and Wellness Committees held multiple events including designating all police buildings as smoke free environments and providing training on workplace stress.
- Presented a proposed Crime Reduction Strategy for the Fredericton Police Force.

## **2009**

At the close of Year 3, the Force has moved to start working on and completing more to the recommendation under Professionalism and Workforce. These recommendations will assist the Force in achieving a higher level of resource management and strategic HR through such as succession planning, workload analysis, sharing of corporate knowledge and etc.

### **What have we done in year three?**

- A total of 17 recommendations were completed to date or 43%.
- Added a part-time Crime Analyst on contract.
- Moving forward with pilot Crime Reduction Strategy for the Fredericton Police Force.
- Completed the recruitment strategy, Performance Management system, and the Wellness/Social committee.

## **APPENDIX B**

### **ORIGINAL RECOMMENDATIONS CHART**



## RECOMMENDATIONS

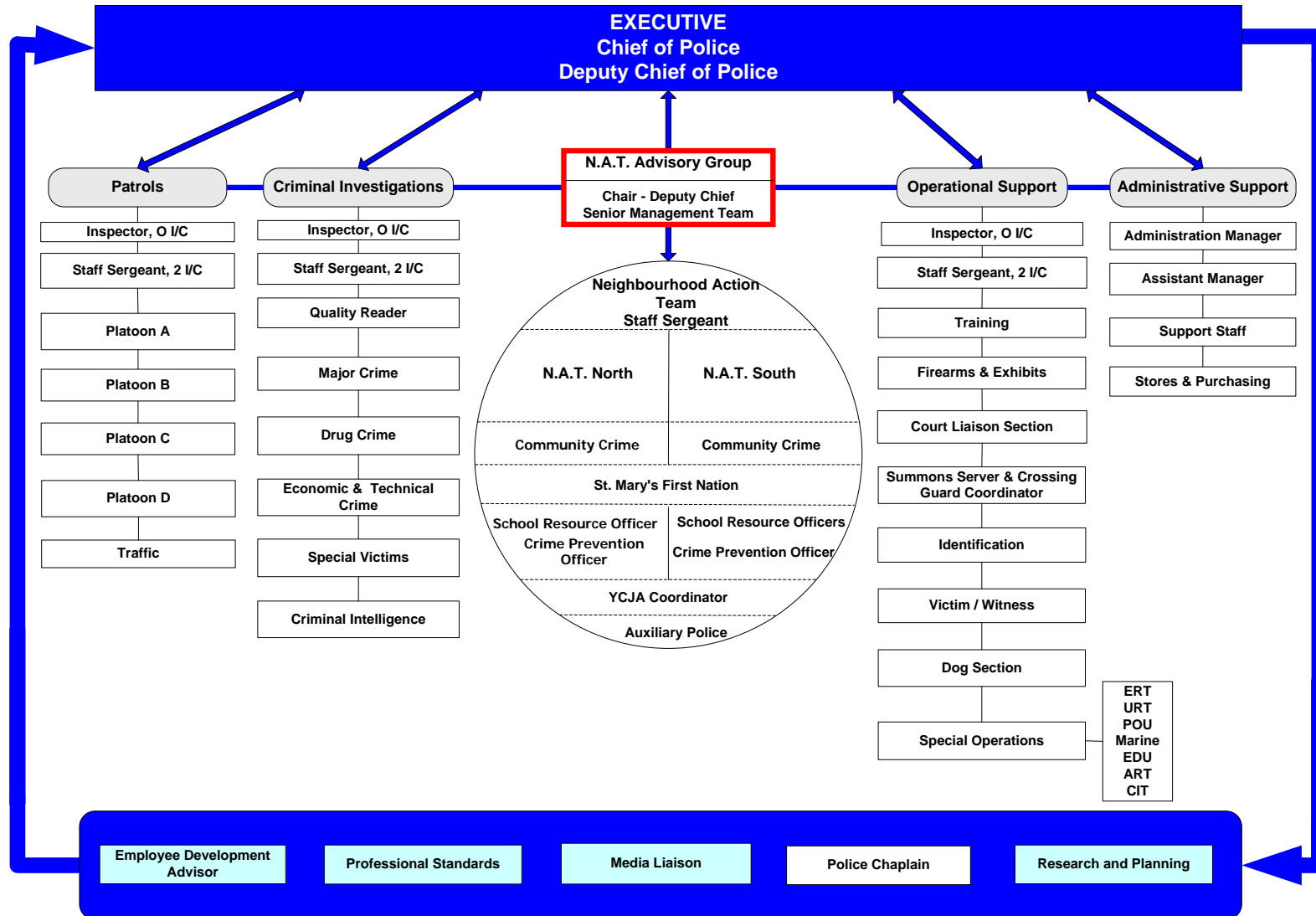
The Fredericton Police Force plans on focusing on the following recommendations under the four broad categories: deployment, partnerships, professionalism and workforce to enhance the efficiency and effectiveness of its services. These recommendations will be achieved within the context of the 5-year plan.

	Year 1	Year 2	Year 3	Year 4	Year 5
Recommendation	2007	2008	2009	2010	2011
<b>I. Deployment</b>					
1. FPF reaffirmation of the Community Policing Philosophy.					
2. Cross-Divisional Communication					
3. Redesign Shift Schedule.					
4. Driver License Scanning Technology acquisitions.					
5. Managing Police Technology.					
6. Mandate review.					
7. Downtown Foot Patrol (Completed)					
8. Creation of Neighborhood Action offices.					
9. Creation of the Neighborhood Action Team.					
10. Creation of the N.A.T. Advisory Group					
11. Creation of the Media Liaison Unit.					
12. Platoon Complement					
13. Creation of the Professional Standards Unit					
14. Reorganization of the Training Section.					
15. Creation of a dedicated police Human Resource Professional.					
16. Creation of a Drug Unit.					
17. Reorganization of the Family Services Unit to a Special Victims Unit.					
18. Civilianize the position of Summons Server/ Crossing Guard Coordinator.					
19. Reorganization of the Fraud Section to the Economic/ Technical Crime Unit.					
20. Increase Major Crime complement.					
21. Civilian Administration Support Staff Compliment.					

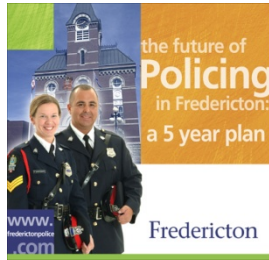
	Year 1	Year2	Year 3	Year 4	Year 5
<b>Recommendation</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>I. Deployment</b>					
22. Creation of civilian Assistance Administrative Support Manager.					
23. Redesign of the FPF Organizational Chart. (2007–2011)					
<b>II. Partnerships</b>					
24. School Community Offices					
25. Creation of a Police and Information Technology Service Level Agreement.					
26. Creation of a FPF Social Committee.					
27. Self-Serve Customer Services.					
<b>III. Professionalism</b>					
28. Continue to implement Performance Management System.					
29. New NCO's Office Space.					
30. Community Policing Forcewide Training.					
31. Develop Performance indicators for Community Policing.					
32. Development of Strategic talent management plan.					
33. Develop communities of practice for Corporals and Sergeants.					
<b>IV. Workforce</b>					
34. Workload Analysis & Allocation of Resources Review.					
35. Undertake initiatives to further develop employee engagement and connection with the Force.					
36. Recruitment Strategy					
37. Create Career Paths.					
38. Research and create a Succession Plan.					
39. Review Work-Related Stress and Employee Wellness.					
40. Work towards a high level of Human Resource Management.					

**APPENDIX C**  
**PROPOSED ORGANIZATIONAL CHART**

## Proposed Fredericton Police Force Organizational Chart Phased in by 2011



**APPENDIX C**  
**SHIFT SCHEDULE REPORT**



## SHIFT SCHEDULE WORKING COMMITTEE - FINAL REPORT

**To:** Chief Barry MacKnight  
**From:** Inspector Gary Forward  
**Date:** May 07, 2007  
**Subject:** Shift Schedule Committee Report – 5 year Plan  
**CC:** Deputy Chief Leanne Fitch

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**Scope:** *The “shift schedule working committee” will recommend platoon work schedules that provide high quality police service while meeting the needs of the community, the force and its employees.*

**Goal (s):**

- Appropriate Staffing in Place to Effectively Handle Increased Calls For Service During Peak Times
- Meeting Public Safety Needs
- Lowering Individual Stress & Workload on Officers
- Adhere to our “Mission” & “Vision” Statements and Our 5-Year Plan

**Background/Research:** The “shift schedule working committee” conducted its inaugural meeting on January 23, 2007. Since this date, our group has met a further 7 times including our final meeting on May 02, 2007.

After establishing our scope and stated goals, we researched (Michele Cronin – Research & Planning FPF) current trends in FPF calls for service and the peak times in which they occur. We also searched out comparable agencies to gather information on how other organizations staff for “busy” times of the day.

The culmination of these meetings and research afforded the basis and background for this report.

**Discussion:** Adhering to article 3.02 of the Collective Agreement, our focus was to implement “an alternative platoon schedule that more accurately aligns staffing levels with calls for service by time of day”. In doing so, we would enhance the efficiency and effectiveness of our service to meet the needs of our community and our employees.

Research and discussion afforded two possibilities that included a “Heat Shift” and an alternate “Overlap” system.

- 1) **Heat Shift** – One or more groups of officers working a 12-hour shift outside the regular platoons intended to augment staffing needs during peak times of calls for service.
- 2) **Overlap** – Designated work hours within a nightshift platoon intended to overlap and augment the working dayshift platoon during peak times of calls for service.

Further discussion into the possibility of a “Heat Shift” noted one significant barrier at this point in the 5-year plan. Staffing requirements to support a “Heat Shift” will not be achieved during 2007, 2008 and 2009. The committee asks that this choice be re-visited in 2009 to look at its possible implementation for 2010 and beyond.

### **Options:**

**Option 1** – Maintain status quo of a two (2) officer “underlap” (0600 hrs & 1800 hrs). Implement a secondary “Overlap” system for night shift platoon that consists of two officers starting at 1530 hrs and working until 0330 hrs.

- 1) That Option 1 be considered a pilot project and be re-evaluated after a 6-month term across all platoons.
- 2) A directional list should be provided to any officer choosing to undertake the “overlap” position to explain associated expectations (attachment “A”).

**Option 2** – Have a solitary “Overlap” system for night shift platoon that consists of two officers starting at 1530 hrs and working until 0330 hrs. Address policy to reflect this change in minimum manning standards.

- 1) That Option 2 be considered a pilot project and be re-evaluated after a 6-month term across all platoons.
- 2) A directional list should be provided to any officer choosing to undertake the “overlap” position to explain associated expectations (attachment “A”).

**Option 3** – Status Quo

### **Recommendation:**

**Option 1** – Maintain status quo of a two (2) officer “underlap” (0600 hrs & 1800 hrs). Implement a secondary “Overlap” system for night shift platoon that consists of two officers starting at 1530 hrs and working until 0330 hrs.

- 1) That Option 1 be considered a pilot project and be re-evaluated after a 6-month term across all platoons.

- 2) A directional list should be provided to any officer choosing to undertake the “overlap” position to explain associated expectations (attachment “A”).

Submission by the **Shift Schedule Working Committee**.



# **Shift Schedule Working Committee**

## **Attachment "A"**

### "Overlap" Position

Officers choosing to undertake an "Overlap" position will:

- 1) Report directly to the dayshift NCO between the hours of 1530 & 1900.
- 2) Deployment and use of "Overlap" officer(s) will be at the discretion of the dayshift NCOs to meet the needs of the community.
- 3) Officers understand that although scheduled off at 0330 hrs, the nightshift NCO has the discretion to keep the officer on overtime to meet service demand.
- 4) Include two officers at all times.