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CIVILIANIZATION IN THE VANCOUVER POLICE DEPARTMENT

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Executive Summary

The Vancouver Police Department is currently in the midst of an Operational Review that is examining key components of the organization and delivery of policing services. The core projects within the review are: 1) a study of overtime; 2) an examination of patrol and investigative deployment; 3) a study of the opportunities for civilianizing positions in the Department; and, 4) the development of a 2006 Strategic Operating Plan.

This report presents the findings and recommendations from the civilianization study. It identifies a number of positions currently occupied by sworn officers that could be filled by specially-trained civilians and provides data on the cost implications of civilianizing these positions. This report also sets out a policy on civilianization that can be used to guide the assessment of future positions that may be developed within the Vancouver Police Department. As well, the report addresses the issues of developmental positions in the Department, the need to accommodate officers who are on reduced duty, the current situation regarding sworn officer secondments to other police duties, and the potential opportunities for additional shared services between the Vancouver Police Department and the City of Vancouver.

The impetus for the present study was provided by the findings and recommendations from the *Review of the Vancouver Police Department's Staffing Requirements* completed by Griffiths, et al. (2005) which was produced for the City of Vancouver and the Vancouver Police Board. The objective of the present study was to assess every position (other than patrol officer positions and clerical support positions) using best practice criteria to classify the position as requiring a sworn police officer or a specially-trained civilian. The project was designed as a study of positions, not personnel and is the most comprehensive civilianization study conducted to date in North America.

Project Objective

The objectives of the Civilianization Project were to:

- review the current deployment of civilian positions within the VPD;
- determine opportunities to civilianize functions that are currently being performed by sworn officers in all areas of the VPD, with the goal being to make more officers available to provide frontline services that enhance community safety and to respond to reported crimes;
- identify the benefits to be found through civilianization;
- develop a policy for the VPD that can guide the classification of future positions in the department as either sworn or civilian;
- consider the issue of developmental positions in relation to civilianization;
- consider the issue of accommodated positions in relation to civilianization;
- consider the issue of secondments;
- identify opportunities for shared services between the VPD and the City of Vancouver.

The Project Team had no preconceived notions of what positions, and how many positions, might be re-classified from sworn positions to civilian positions as a result of the study.

Defining Civilianization

Civilianization can be defined as the practice of assigning non-sworn (civilian) employees to conduct police work that does not require the authority, special training, or credibility of a sworn police officer. Civilianization focuses on positions within a police department rather than on individual personnel who occupy positions.

The Drivers of Civilianization

Civilianization has generally occurred as part of the movement toward professionalism and has been a key component of community policing. It is widely acknowledged that having civilians in key positions in a police organization enhances the general or organizational environment, brings specialized expertise, and generates numerous benefits for sworn police officers.

The Benefits of and the Challenges to Civilianization

Although civilianization is primarily viewed as a strategy for reducing the overall costs of policing, there are other benefits, including increasing “blue on the street”, broadening the talent pool, and increasing opportunities, diversity, and productivity in the department. Despite the myriad of potential benefits of civilianization, it has been a contentious issue in policing and raises fundamental questions about the nature of policing and police work, the activities that are most appropriately carried out by sworn police officers, and the overall responsibilities of a police service. Sources of resistance to civilianization have included senior police management, police unions and associations, the view that the majority of positions in a police department require sworn members, the concern that civilianization will threaten the job security and promotion opportunities of sworn members and that the provisions of collective agreements limit the levels of civilianization. There are also concerns about reducing the overall number of police officers that are able to respond to major events and civil disorder problems.

A review of selected police departments in Canada and the U.S. revealed that:

- Civilians are filling a wide variety of positions in North American police departments that were traditionally occupied by sworn police officers.
- In many police departments, there are “mixed” units composed of sworn and civilian members.

- There are civilians in executive and senior management positions in North American police departments.
- There are police departments with sworn members in charge of mixed sworn/civilian units.
- There are police departments in which sworn members report to civilian managers.

Project Components

The primary components of the study were:

- a literature review of civilianization in policing in North America;
- a review of studies of civilianization in North American police departments;
- the development of a working definition of civilianization;
- the development of a decision making tree to be used in assessing current sworn and civilian positions;
- interviews with Inspectors and civilian managers about the positions under their span of control using the decision making tree;
- interviews with the Deputy Chief Constables about civilianization in the VPD and, more specifically, the positions under their span of control, utilizing the decision making tree;
- an interview with the Chief Constable about the opportunities for civilianization in the VPD generally and, more specifically, the positions under his span of control using the decision making tree;
- a review of every sworn and civilian position (with the exception of patrol and clerical support) in the Department by an independent assessor with policing expertise using position descriptions provided by VPD Human Resources and utilizing the decision making tree to determine whether a position is most appropriately classified as sworn or civilian;
- the development of a policy on civilianization that will be used to determine whether new/future positions are to be sworn or civilian;

- an examination of the need of the Vancouver Police Department to accommodate officers who, for whatever reason, cannot be deployed in a full-function capacity;
- an examination of the need for the Vancouver Police Department to have developmental positions;
- compilation of information on secondments;
- interviews with civilian and sworn members of the VPD and City of Vancouver personnel to determine the potential for shared services opportunities between the Vancouver Police Department and the City of Vancouver.

The present project has established a framework for assessing current and new positions in the VPD in the future. It is likely that the findings from the other projects included in the Operational Review will identify additional opportunities for civilianization in the Department.

Data Sources

The following data sources were used:

- the academic literature on civilianization in policing;
- studies and reports from other police agencies in Canada, the U.S., the U.K., and other Commonwealth countries;
- interviews with senior police personnel in selected North American best practices police departments regarding civilianization, accommodated positions, developmental positions, and shared services arrangements;
- Statistics Canada reports;
- VPD policies;
- VPD Human Resources Section sworn and civilian position descriptions;
- Interviews;
- SAP;
- VPD files.

Project Method

The present project involved assessing all of the sworn and civilian positions in the VPD with the exception of uniformed patrol and clerical support. This was accomplished by constructing a decision making tree that was applied to each position to determine whether the position was most appropriately classified as sworn or civilian. The assessment was performed via interviews with sworn and civilian managers about the positions under their span of control and by an independent analysis of sworn and civilian positions provided by VPD Human Resources Section.

Based on a review of the best practice policing literature, a decision making tree was developed, composed of three questions that were asked of every position in the Department (with the exception of patrol and clerical support):

1. Does the position require law enforcement powers? (i.e. powers of arrest, use of force, statutory requirement, carrying a firearm)
2. Are the skills, training, experience, or credibility of a sworn police officer required to fulfill the duties of the position?
3. Can the requirements of the position be fulfilled by a specially trained civilian?

These questions are sequential and the response to the first question determines whether the second question is asked, and then, the response to the second question determined whether the third and final question was asked of the respondent. In some instances (as will be described below), the Project Team found the rationale for the respondent's comments about a particular position to be insufficient. This resulted in several instances in which the Project Team "overrode" the view of the respondent, albeit for reasons that are articulated in the materials on the position in question.

A unique feature, and strength, of the present project was that two separate analyses were conducted of the sworn and civilian positions in the VPD: one via interviews with senior sworn and civilian managers about the positions under their span of control, and the other via an independent assessment by a policing

expert using the sworn and civilian position descriptions provided by the VPD Human Resources Section. Both assessments utilize the same decision making tree questions.

Recommendations for Civilianization

Based on the two assessments of sworn positions in the VPD, the Project team recommended that 19 sworn officer positions (working in 11 different types of positions) be reclassified as civilian positions. These positions are:

- Inspector, Planning and Research (1)
- Inspector, Quality Assurance (1)
- Corporal (WSE), Health & Safety Coordinator (1)
- Constable, ViCLAS (1)
- Constable, Document Services (3)
- Constable, Youth Referral Coordinator (1)
- Constable, Information & Privacy (1)
- Constable, Crime Analysis Unit (4)
- Constable, District Analyst (4)
- Constable, Robbery/Assault Analyst (1)
- Constable, Statement Analysis (1)

The Cost Implications

The current total cost (salary and benefits) for sworn members at the various rank levels, as of April 1st, 2006, are presented in the table below.

CURRENT SWORN MEMBERS COST AT RANK LEVELS

<u>Constable (1st class)</u>	Salary	\$70,002
	<u>Benefits</u>	<u>\$16,450</u>
	Total	<u>\$86,452</u>

<u>Sergeant (mid-level)</u>	Salary	\$87,501
	<u>Benefits</u>	<u>\$20,563</u>
	Total	<u>\$108,064</u>

<u>Inspector (mid-level)</u>	Salary	\$112,016
	<u>Benefits</u>	<u>\$26,324</u>
	Total	<u>\$138,339</u>

Note: Mid-level Sergeant earns 25% more than a 1st class Constable.

Mid-level Inspector earns 60% more than a 1st class Constable.

Sworn officer benefits are calculated at 23.5% of salary.

Source: Human Resources Section, VPD.

The cost figures for the positions that have been reclassified from sworn positions to civilian positions are presented in the table below.

CURRENT SWORN POSITION COST AND CIVILIAN COST

Sworn Positions Recommended for Civilianization							
Position	Sworn Cost			Civilian Cost			
	Salary	Benefits	Total	Salary	Benefits	Total	
1	Inspector, Planning & Research	112,016	26,324	138,339	85,888	16,319	102,206
2	Inspector, Quality Assurance	112,016	26,324	138,339	71,132	13,515	84,647
3	Corporal (WSE) Safety & Health	84,007	19,742	103,748	68,228	12,963	81,191
4	Constable, Robbery/Assault Analyst	70,002	16,450	86,452	46,952	8,921	55,873
5	Constable, Statement Analysis	70,002	16,450	86,452	55,371	10,521	65,892
6	Constable, ViCLAS	70,002	16,450	86,452	53,089	10,087	63,175
7	Constable, Document Services Unit	70,002	16,450	86,452	43,282	8,224	51,505
8	Constable, Document Services Unit	70,002	16,450	86,452	43,282	8,224	51,505
9	Constable, Document Services Unit	70,002	16,450	86,452	43,282	8,224	51,505
10	Constable, Youth Referral Coordinator	70,002	16,450	86,452	53,089	10,087	63,175
11	Constable, Information & Privacy Unit	70,002	16,450	86,452	48,925	9,296	58,220

Sworn Positions Recommended for Civilianization

Position	Sworn Cost			Civilian Cost		
	Salary	Benefits	Total	Salary	Benefits	Total
12 Constable, Crime Analysis Unit	70,002	16,450	86,452	48,925	9,296	58,220
13 Constable, Crime Analysis Unit	70,002	16,450	86,452	48,925	9,296	58,220
14 Constable, Crime Analysis Unit	70,002	16,450	86,452	48,925	9,296	58,220
15 Constable, Crime Analysis Unit	70,002	16,450	86,452	48,925	9,296	58,220
16 Constable, District 1 Analyst	70,002	16,450	86,452	46,952	8,921	55,873
17 Constable, District 2 Analyst	70,002	16,450	86,452	46,952	8,921	55,873
18 Constable, District 3 Analyst	70,002	16,450	86,452	46,952	8,921	55,873
19 Constable, District 4 Analyst	70,002	16,450	86,452	46,952	8,921	55,873
Total 19 Positions	1,428,070	335,596	1,763,667	996,026	189,245	1,185,271

	Total Salary \$	Total Benefits \$	Total Cost \$
Sworn	1,428,070	335,596	1,763,667
Civilian	996,026	189,245	1,185,271
Savings	432,044	146,351	578,396

The total estimated savings to be realized by reclassifying the 19 sworn positions as civilian positions will be **\$578,396**. This figure does not include any savings from overtime associated with these positions. It is likely, however, that given the specific positions that are being civilianized, the overtime savings will accrue primarily with respect to Statutory Holidays. However, these particular positions are not the types of positions that generate overtime expenditures for other reasons.

The Project Team also recommends that the VPD:

- Human Resources Section create a system to ensure periodic, regular reviews of all position profiles to ensure they are current;
- explore relocating the Crime Analysis Unit from the Patrol Support Section to the Planning and Research Section;
- relocate the Quality Assurance Section to the Planning and Research Section and that the Planning and Research Section be re-named the Planning, Research and Audit Section;
- adopt the International Association of Chiefs of Police (IACP) Model Policy on Civilianization (See Appendix K);
- create a written policy on civilianization that includes the three questions comprising the decision making tree in the present study;
- develop a tenure policy for secondments. It should be noted that the Human Resources Section of the VPD was developing a tenure policy for secondments while the Civilianization Study was in progress. This policy for secondments has recently been completed and implemented. The tenure for all police officers on secondment is now four years and this information will be included in all future MOUs.
- consolidate all of its current policies on accommodation into one formal policy, such policy to be guided by best practices in other police departments and municipalities;

- develop a written policy on developmental positions which includes the objectives of developmental positions and potential areas of placement throughout the Department;
- transfer the positions of False Alarm Reduction Coordinator and the four clerk typists to the City of Vancouver and a transition plan be prepared to effect this change by the end of 2006.
- and the City of Vancouver create a working group comprised of VPD and City of Vancouver Payroll professionals to explore implementing shared services in the area of Payroll.

The working group will:

- report to the Steering Committee;
 - be co-chaired by the VPD and City of Vancouver managers who are responsible for Payroll;
 - be established no later than April 30th, 2006;
 - conduct all analysis necessary, including costs and benefits, to determine if there is a reasonable business case for structuring COV/VPD Payroll as a shared service;
 - present any disagreements to the Steering Committee;
 - develop an implementation plan if the Steering Committee approves proceeding with Payroll as a shared service;
 - report back the final results to the Steering Committee by September 30th, 2006.
- That the VPD continue to support the 311 Call Centre initiative and the opportunity for shared services with the switchboard telephone operators.
 - follow the implementation timeline recommended in this report (Table 13) to reclassify the identified positions from sworn to civilian (subject to transitional HR accommodation considerations).

With the completion of the civilianization study and the timely implementation of the recommendations contained in this report, the VPD will establish itself as a leader in civilianization among North American police departments.

Civilianization in the Vancouver Police Department

Introduction

The Vancouver Police Department is currently in the midst of an Operational Review that is examining key components of the organization and delivery of policing services. The core projects within the review are: 1) a study of overtime; 2) an examination of patrol and investigative deployment; 3) a study of the opportunities for civilianizing positions in the Department; and, 4) operationalization of the Strategic Plan.

This report presents the findings and recommendations from the civilianization study. It identifies a number of positions currently occupied by sworn officers that could be filled by specially-trained civilians and, as well, provides data on the cost implications of civilianizing these positions. This report sets out a policy on civilianization that can be used to guide the assessment of future positions that may be developed within the Vancouver Police Department. As well, the report addresses the issues of developmental positions in the Department, the need to accommodate officers who are on reduced duty, the potential opportunities for additional shared services between the Vancouver Police Department and the City of Vancouver, and the current situation regarding sworn officer secondments to other police duties.

See Appendix A for an organizational chart of the VPD and Appendix B for a chart on authorized strength in the VPD.

Project Background and Rationale

The impetus for the present study was provided by the findings and recommendations from the *Review of the Vancouver Police Department's Staffing Requirements* completed by Griffiths, et al. (2005) for the City of Vancouver and the Vancouver Police Board. One component of this review was the extent of civilianization in the VPD. A preliminary analysis found that the VPD had the lowest ratio (0.26) of civilian personnel to sworn officers of any major urban police service in the country. As of 2003, civilians represented 16.4% of the total personnel in the Department. It was also noted, however, that caution must be exercised in using comparative figures. For example, a number of police departments, including the Toronto Police Service, include civilian dispatchers in their total civilian count, while the VPD does not although dispatch functions are provided by civilians at the centralized Emergency Communications for Southwest British Columbia (E-Comm) Dispatch Centre.

Information presented in the staffing review report indicated that civilians in key, non-clerical roles are an integral feature of many North American police departments and that it is an established best practice for police services to recruit, and retain, highly-qualified civilians. The report (2005: 48) also noted that "Senior management in the VPD are committed to attracting and retaining highly qualified civilians in key positions throughout the Department."

The Staffing Review (2005:48) recommended that the VPD develop a policy on civilianization and conduct a study of sworn and civilian positions in the Department that would include "a detailed review of all positions to determine the potential for increasing the role of civilians in all sectors of the Department and how the integration of civilian staff can assist in improving the overall efficiency and effectiveness of the delivery of policing services." It was noted that the most recent study of civilianization had been completed in 1990 and resulted in the civilianization of 11 positions. There were several minor studies that followed including the civilianization of the fitness coordinator position in 1999.

The objective of the present study was to assess every position (other than patrol officer positions and clerical support positions) using best practice criteria to classify the position as requiring a sworn police officer or a specially-trained civilian. The project was designed as a study of positions, not of personnel and is one of the most comprehensive civilianization study conducted to date in North America.

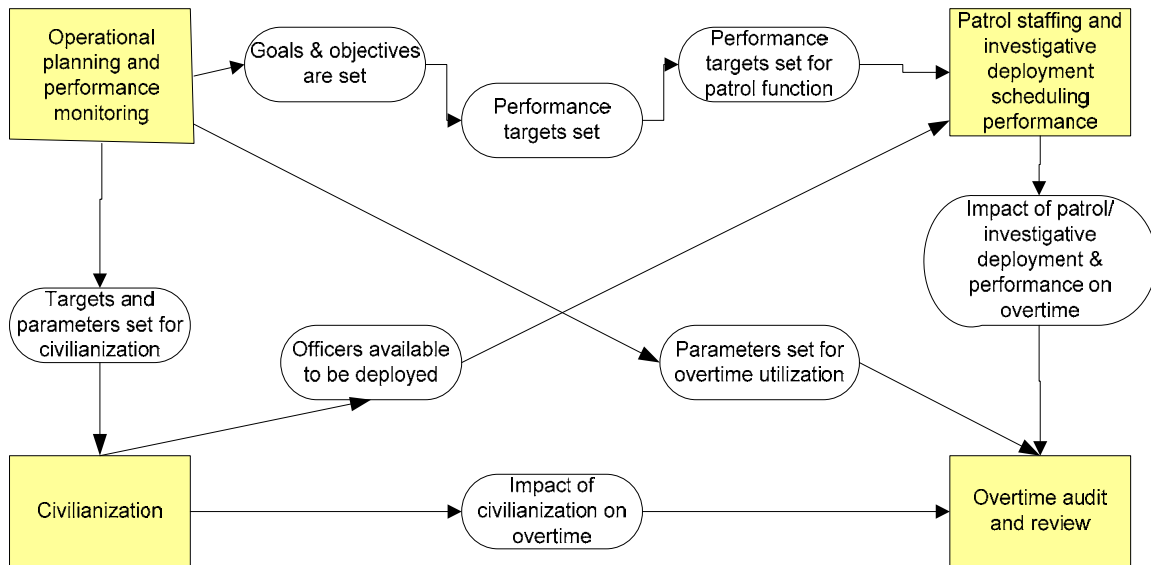
Vancouver Police Department Operational Review (2005-2007)

The objectives and parameters for the present study were set out in the Vancouver Police Department Operational Review Project Plan (2005). The Civilianization Project is one of four projects to be completed as part of the Operational Review. The mandate was to: “Complete a civilianization study to determine opportunities to civilianize functions that are currently being performed by sworn officers. The review should encompass all areas of the VPD organization”.

The Operational Review is composed of four distinct, but interrelated components:

- An operational planning and performance-monitoring component to further operationalize the VPD Strategic Plan.
- A patrol and investigation staffing, deployment, scheduling and performance-monitoring component.
- An overtime utilization audit and review.
- **A civilianization study (the present report).**

The following diagram displays the inter-relationships between the four project components.



Goals of the Operational Review

The Operational Review has a number of short-term and medium-term objectives:

Short-Term Objectives:

- Develop a Strategic Operating Plan.
- Establish baseline services and service level requirements.
- Identify deficiencies and opportunities in services and service levels.
- Identify potential savings related to civilianization.
- Improve efficiency and service of patrol and investigative divisions.
- Identify potential savings in overtime within the existing organizational structures.

Medium-Term Objectives:

- Understand the current organizational structure and identify opportunities for efficiencies.
- Determine the optimal levels of specialty squads to achieve desired service levels.

- Develop Strategic Business Plans for each business unit/squad using a template.
- Report on any further savings related to changes to the Department's organizational structure and business plans (overtime, salaries, equipment, etc.).

Project Oversight, Communication and Decision Making

The Organizational Review project is being managed by co-chairs from the City of Vancouver Budget Services and the VPD Planning and Research Section (P&R). There is a project Steering Committee composed of three VPD Deputy Chief Constables, the senior project consultant, the City of Vancouver Deputy City Manager, and the General Manager of Corporate Services for the City of Vancouver.

There is also a Working Group co-chaired by the Director of Budget Services for the City of Vancouver and a Sergeant from the VPD Planning and Research Section. This committee includes the senior project consultant, the VPD Director of Financial Services, the President of the Vancouver Police Union, the Business Agent of the Teamsters Union Local 31, and civilian staff from the Planning and Research Section. The Steering Committee meets on a monthly basis, while the Working Group meets bi-weekly.

The Civilianization Project

Project Objectives

The objectives of the Civilianization Project were to:

- review the current deployment of civilian positions within the VPD;
- determine opportunities to civilianize functions that are currently being performed by sworn officers in all areas of the VPD, with the goal being to make more officers available to provide frontline services that enhance community safety and to respond to reported crimes;
- identify the benefits to be found through civilianization;
- develop a policy for VPD on future determination and classification of civilian versus sworn positions;
- consider the issue of developmental positions in relation to civilianization;
- consider the issue of accommodated positions in relation to civilianization;
- consider the issue of secondments;
- identify opportunities for shared services between the VPD and the City of Vancouver.

The Project Team had no preconceived notions of what positions, and how many positions, might be re-classified from sworn positions to civilian positions as a result of the study.

Project Components

The primary components of the study were:

- a literature review of civilianization in policing in North America;
- a review of studies of civilianization in North American police departments;
- development of a working definition of civilianization;
- development of a decision making tree to be used in assessing current sworn and civilian positions;

- interviews with Inspectors and civilian managers about the positions under their span of control using the decision making tree;
- interviews with the Deputy Chief Constables about civilianization in the VPD and, more specifically, the positions under their span of control, utilizing the decision making tree;
- an interview with the Chief Constable about the opportunities for civilianization in the VPD generally and, more specifically, the positions under his span of control using the decision making tree;
- a review of every sworn and civilian position (with the exception of patrol and clerical support) in the Department by an independent assessor with policing expertise using position descriptions provided by VPD Human Resources and utilizing the decision making tree to determine whether a position is most appropriately classified as sworn or civilian;
- development of a policy on civilianization that will be used to determine whether new/future positions are to be sworn or civilian;
- an examination of the need of the Vancouver Police Department to accommodate officers who, for whatever reason, cannot be deployed in a full-function capacity;
- an examination of the need for the Vancouver Police Department to have developmental positions;
- compilation of information on secondments;
- interviews with civilian and sworn members of the VPD and City of Vancouver personnel to determine the potential for shared services opportunities between the Vancouver Police Department and the City of Vancouver.

The present project has established a framework for assessing current and new positions in the VPD in the future. It is likely that the findings from the other projects included in the Operational Review will identify additional opportunities for civilianization in the Department.

Data Sources

The following data sources were used:

- the academic literature on civilianization in policing;
- studies and reports from other police agencies in Canada, the U.S., the U.K., and other Commonwealth countries;
- interviews with senior police personnel in selected North American best practices police departments regarding civilianization, accommodated positions, developmental positions, and shared services arrangements;
- Statistics Canada reports;
- VPD policies;
- VPD Human Resources Section sworn and civilian position descriptions;
- Interviews;
- SAP;
- VPD files.

The project provided a unique opportunity to review all the positions in the VPD, other than operational patrol and clerical support staff positions. In doing so, the Department was able to review the position descriptions maintained by the Human Resources Section. Most of the position profiles that were used in this study were created in 2004 during the establishment of the Vancouver Police Department's new Performance Development system. These position profiles were created after the completion of job analysis questionnaires and are essentially job descriptions. During this civilianization review there were cases where position profiles were no longer accurate and needed to be updated. There were also instances where there was no position profile. This illustrated the need for regular reviews of all position profiles as jobs do change over time.

Current Civilianization in the VPD

The VPD currently has civilians in key management positions, including Finance, Information Technology (IT), Information Management, Public Affairs and Marketing, Fleet Management, and Police Stores. Many of these positions were historically filled by sworn police officers and have been civilianized. As well, the Department has an operational legal advisor who is a civilian lawyer. There are also positions that have, historically, been filled at various times, by both sworn officers and by specially-trained civilians. The Planning and Research Section had a civilian manager at one point in time, but is now supervised by an Inspector.

VPD Special Constables

A provision for Special Constables is set out in the *British Columbia Police Act – Special Municipal Constables – Section 35*:

- (1) After consultation with the chief constable, a municipal police board may appoint persons considered suitable as special municipal constables.
- (2) A special municipal constable must assist the municipal police department in the performance of its duties.
- (3) Subject to a collective agreement as defined in the Labour Relations Code, a special municipal constable may be paid the remuneration and is appointed for the term the municipal police board determines.
- (4) Subject to the restrictions the municipal police board specifies in the appointment, a special municipal constable has, while carrying out the duties of his or her appointment, the powers, duties and immunities of a municipal constable.

Special Constables have peace officer powers, but are not sworn members for budgetary purposes and are classified as civilian members. These individuals have specialized skills, do not carry firearms, and have not completed the full police academy training program. Special Constables also are not involved in arresting people and their skills are most often utilized behind the scenes.

There are currently five Special Constables employed in the VPD: two in the Criminal Intelligence Section (CIS) and three in the Tactical Support Section.

1. Criminal Intelligence Section. Two Special Constable positions.
Investigation Unit – Senior Tactical/Strategic Intelligence Analyst.
These Special Constables are responsible for collecting, organizing, collating, analyzing, and developing information from various investigative, operational, and intelligence sources to assist the VPD in meeting their strategic, tactical, and operational objectives.
2. Tactical Support Section. Three Special Constable positions.
 - a. Covert Systems Unit – Systems Administrator
Responsible for the installation and monitoring of all covert computer and wiretap systems including the technical set-up of projects.
 - b. Covert Intercept Unit – Intercept Administrator
Responsible for the preparation and coordination of Part VI and Part XV Orders. Acts as a resource for members.
 - c. Technical Support Unit – Installation Technician
Responsible for the covert installation and removal of surveillance equipment in accordance with legal authority.

The VPD is also examining the possibility of converting some civilians to Special Municipal Constable status in the Court Liaison Unit – Crown Liaison Team, in order to swear Informations for the purpose of laying charges.

Building Core Capacities in the Planning and Research Section

The need for the Vancouver Police Department to examine the issue of civilianization was identified by the Staffing Review (2005:107-108) as being particularly acute in the Planning and Research Section:

Recruiting, and retaining, civilian professionals for planning and research is an accepted best practice in North American policing and it would seem to be a priority that VPD adopt this model in order to increase its organizational capacity to measure, evaluate, analyze, and to provide information that can be used at all levels of the Department, including in the strategic planning and budgetary processes. To this end, the review team would suggest that the capacities of the Planning and Research Section be enhanced and expanded. This would include efforts to attract the 'best and the brightest' civilians into the section.

The commitment of senior management in the VPD to employ highly-skilled civilians was evidenced by the subsequent hiring, in August, 2005, of three exceptionally-talented civilians to fill positions in the Planning and Research Section. The positions had been approved by the City of Vancouver in March, 2005. It should be noted that there were over 300 applications for the three position vacancies. Since assuming their positions, these personnel have been intimately involved in all facets of the Operational Review as well as with a variety of other projects. Their expertise has proven to be invaluable in building core analytical and operational capacities of the VPD generally and of the Planning and Research Section in particular.

Rates of Civilianization in Canadian Police Departments

Across Canada in 2005, civilians accounted for 28% of all police personnel, a 5% increase from 2004. The highest proportion were clerical support staff (42%), followed by management professionals (24%) and communications and dispatch (17%). During the period from 1998 to 2005, the number of civilian personnel in Canadian police departments increased by 21% and the ratio of police officers to civilians dropped from a high of 4.6 in 1983 to 2.6 in 2005 (Sauve and Reitano, 2005:18). These figures are reflective of the increasing civilianization that is occurring in Canadian police departments in positions that have traditionally been staffed by sworn police officers, as well as increased support staff for new duties where a police officer had never been in place.

As of December 2005, the VPD had a ratio of one civilian per 5.54 officers. If the authorized strength of 1174 officers is used for the calculations (excluding secondments), then the ratio is one civilian per every 4.16 sworn members. This ratio is much higher than that for Calgary (2.15), Edmonton (3.72), Regina (2.38), Winnipeg (3.09), Toronto (2.03), and Montreal (3.77) (Sauve and Reitano, 2005). Recall, however, the previously-noted caveat surrounding the comparison of the ratios of police to civilian staff among Canadian police departments.

Civilianization in Policing: A Review of the Literature and Best Practices

Defining Civilianization

Civilianization can be defined as the practice of assigning to non-sworn (civilian) employees police department work that does not require the authority, special training, or credibility of a police officer (Snow, 1989; City of Berkeley, 2002; City of San Francisco, 1998). Civilianization focuses on positions within a police department rather than on individual personnel who occupy positions.

Civilianization as a Best Practice

The involvement of civilians in policing has evolved from routine tasks such as providing clerical support to placing civilians in specialist staff positions (Guyot, 1979: 277). North American police departments have, to varying degrees, civilianized many positions that have traditionally been filled by sworn police officers.

Civilianization is a key feature of best practice police departments. The role of specially-trained civilians has increased significantly with the professionalization and specialization of police services. As Forst (2000:55) notes, "Police departments have become increasingly reliant on civilians to perform critical tasks as the needs of these departments have become increasingly diverse and specialized." There have also been pressures for fire departments to civilianize positions performed by uniformed personnel (Office of the Comptroller, City of New York, 2004).

This represents a significant departure for many police departments that had previously employed civilians primarily for clerical support and as volunteers. In a report on civilianization within the Kansas City Police Department (Funkhouser,

1998:17), the city auditor found in a survey of best-practices American police departments:

...few have any sworn personnel in administrative activities such as budget and finance, human resources, and information technology. Several of the comparison departments have fully civilianized other support functions as well, such as maintaining records, handling of property and evidence, and conducting planning and research.

Among the more common sections in police departments that have been partially or fully civilianized are IT, Human Resources, Evidence, Forensic Identification, Research and Planning, Fleet and Facilities Management, Crime Analysis, Finance, and Media Relations.

A review of civilianization projects undertaken by police services across North America reveals the types of positions that have been re-classified as civilian and resulted in civilian personnel replacing sworn officers. These positions include:

- Liquor control enforcement
- Latent fingerprint examiners
- Ballistics examiners
- Document examiners
- Crime analysts
- Lawyers
- Planning and research specialists
- Budgeting and finance specialists
- Communication specialists
- Criminalists (crime scene technicians, forensic laboratory scientists)
- IT specialists
- Forensic accountants
- Forensic computer specialists

A review of six California police departments (Los Angeles, Riverside, Sacramento, San Diego, San Jose, and Santa Ana) conducted by the Office of the Budget Analyst in San Francisco (Rose, 1998:13) found that:

- Records, Identification, Communications, Property Control and Fiscal are almost fully civilianized in Los Angeles, San Jose, Sacramento and Santa Ana;
- Sacramento and Santa Ana have special civilian classifications to perform background investigations of applicants for sworn positions;
- Fleet Management is fully civilianized in Los Angeles;
- Los Angeles, Riverside, San Jose and Santa Ana use specialized civilian personnel for photographers and photography laboratory technicians;
- San Diego and Riverside use specialized civilian personnel for evidence collection and control;
- The Personnel, Payroll and Public Relations functions are also largely performed by civilian personnel in the other police departments surveyed; and,
- Other examples of the use of specialized civilian personnel for administrative or technical support functions include helicopter operation and repairs (Riverside), polygraph examinations (Los Angeles), psychiatric services (Los Angeles and Riverside), reproduction (Los Angeles), and station duty (Los Angeles).

This increasing civilianization is also reflected in recent changes in the Berkeley (CA) Police Department. A staffing audit (City of Berkeley, 2002) of the Department identified five management-level positions that could be civilianized, including: Support Services (Information Technology, Building Facility, and Records Bureau), Bureau of Inspection and Control (Budget), Communications Centre, the Crime Scene Unit, and the Jail.

Since July 2002, the Berkeley (CA) Police Department has completed the following conversions from sworn members to civilian personnel:

- A non-sworn Senior Budget Specialist was assigned to the Department, filling a vacant Senior Management Analyst position.
- The Lieutenant who managed the Department's computer systems in the Information Technology Department was replaced by a civilian.

- The Sergeant in charge of Crime Scene Unit has been replaced with a non-sworn Crime Scene Supervisor.

The audit also reviewed police departments in 16 cities and found that there were sworn Information Technology managers or staff in only three of them. The audit (City of Berkeley, 2005:32) noted: “The Chief of one of the three cities with sworn IT management said that he would probably civilianize the position when the incumbent retires ‘*because of the skills needed*.’” (Emphasis in original). Only two of the jurisdictions surveyed had transferred control of police information technology to a citywide IT Department. As well, standard practice in the U.S. is for the Communication Center manager to be a civilian.

The Drivers of Civilianization

Civilianization has generally occurred as part of the movement toward professionalism and has been a key component of community policing. It is widely acknowledged that having civilians in key positions in a police organization enhances the general or organizational environment, brings specialized expertise, and produces numerous benefits for sworn police officers. As Forst (2000:24-25) notes, “[I]t has become increasingly clear that civilians tend to perform certain specialized roles more effectively than sworn officers, who are selected and trained as generalists and then rotated from one assignment to the next accordingly.”

In a presentation to the 1999 annual general meeting and conference of the Canadian Association of Police Boards, Inspector Stuart Ruff of the Victoria (BC) Police Department stated that civilianization is a viable alternative that allows police administrators to maximize resources. This is particularly the case in an environment where there are increasing pressures to control spending while, at the same time, the demands on police services and the need for specialization in police organizations are both increasing. According to Inspector Ruff, the competencies that should be sought when a police department is seeking civilian

members are “knowledge, transferable skills, communication and people skills, sensitivity to law enforcement issues, credibility, adaptability and shared vision.”

In a comprehensive review of civilianization in policing, Parrett (1992:X) identified a number of change agents driving civilianization in policing. These include:

1. the increasing costs of police service delivery (sworn police officers are an expensive resource);
2. the general pressures to control expenditures on public services;
3. an emphasis on the requirement for effective and efficient management of resources;
4. pressure on police organizations to be sensitive to and responsive to community needs;
5. innovations in police technology;
6. increased functional specialization within the police organization;
7. development of an ethos directed towards examining alternative service delivery systems.

The Benefits of Civilianization

Civilianization within police organizations has been variously viewed as supporting the philosophy of community policing (Crank, 1989, Klockars, 1983, Oppal, 1994), realizing cost savings (City of New York, 2002; Loveday, 1989; Office of the Auditor General of Canada, 1992), improving the delivery of services (City of Berkeley, 2002; Frazier, 2003; Government of Hong Kong, 2004), and as a way to enhance organizational efficiency and effectiveness (Drake and Simper, 2001; Jones, et al., 1994).

Cost-Savings

In a report presenting the results of an in-depth study of the operations of the Dallas (Texas) Police Department, the researchers (Berkshire Advisors, Inc: 2003:X-1) stated that "The primary reason positions should be filled by civilians unless a sworn officer is needed to perform the job is that the cost of employing sworn officers is much higher than the cost of employing civilians."

Civilianization and Community Policing

Civilianization is, however, much more than simply an economic measure. Placing civilianization within the broader philosophy of community policing, Jones et al. (1994:166) have noted that "Civilianization means more than the simple transfer of police tasks to civilian staff, but more generally the increasing importance of the civilian element within the organization." Civilianization can thus be viewed as both a managerial practice and as a strategy to remove barriers between police and the communities they serve. In a presentation (1999) to the Canadian Association of Police Boards, Inspector Irena Lawrenson of the Ontario Provincial Police noted that police services are looking for innovative ways to improve service to the public while at the same time being cognizant that quality of service is equally as important as cost-savings. Civilianization, she noted, is one strategy for accomplishing this.

Strengthening the Police Organization

Re-examination of the role of police officers and civilians can lead to increased efficiency and effectiveness quite independent of any direct salary savings. Appropriate civilianization can have economic, organizational, and operational benefits (Addison, 1988:2). Sworn members have an opportunity to work closely with specially-trained civilians and, in so doing, improve their own skill sets.

A report (Institute for Law and Justice, 1999:19) prepared for the City of Portland and the Portland Police Bureau identified the benefits of increasing the number of civilians in the Department: "Increasing the number of qualified civilian positions will help the Portland Police Bureau develop more professionalism in key

administrative and technical positions and will free up sworn members for community policing and problem solving. Bringing more civilians into the Bureau will also help meet the community's concern for more diversity in the organization."

The report (Institute for Law and Justice, 1999:19) noted that civilians had been hired in key administrative and technical positions, including the Planning and Support Division, with positive results:

Civilianization brings more stability to the position and a greater knowledge of the specialty. The technology in these specialty areas changes rapidly...It is hard to keep up with those changes unless one is dedicated to the specialty field...This is not to say that the sworn members in those positions have not performed satisfactorily in the past. However, their expertise is in policing, not in research, data processing, communications, personnel, finance, or other administrative and technical positions.

The report (Institute for Law and Justice, 1999:19) recommended that the Portland Police Bureau "Review and audit all management, technical, and administrative positions to determine which ones could be filled by qualified civilian specialists". The key question to guide the position review was "Does this job require the authority of a sworn officer?"

Increasing "Blue on the Street"

Hiring civilians to perform many of the duties traditionally performed by sworn officers also has the potential to put more "blue on the street", that is making more police officers available to participate in front-line, high visibility duties that are more consistent with their training and experience (Heininger and Urbanek, 1983, Lee, 1994, Swanson et al, 2005, Wilkerson, 1994).

Police agencies in the U.K., the U.S. and Canada are increasing their efforts to employ more civilians so that savings and efficiencies can be realized as additional sworn officers are freed up for operational duties (Jones et al., 1994;

Lee, 1994; Maguire et al, 2003). Wilkerson (1994) has noted that police departments are facing increasing demands for service and the need to increase the number of officers on the street, often within a context of fiscal restraint. One solution to this dilemma is to increase the number of civilian employees. As Wilkerson (1994) noted, "Civilianization enables more sworn police officers to answer service calls requiring full police powers, while still providing timely service for other types of calls."

Broadening the Talent Pool

Civilianization increases the number of potential applicants for positions in the police department and provides an opportunity to access specialized skills and expertise.

Increasing Opportunities for Civilian Members

An expansion in the number of civilian positions in a police department will provide more opportunity for civilian staff to be promoted to new positions or to transfer laterally to other civilian positions in the department. This will contribute to retaining civilian employees and ensuring that their expertise and skill sets will continue to be available. In addition, there would be more opportunities for lateral transfers for civilian members.

Having civilian positions throughout the police organization will provide civilian members with the incentive to remain with the department and to aspire to higher level civilian positions. There are currently positions in the department occupied by civilians who may have an interest to move laterally in the department or the skill sets and abilities to advance in the organization.

Increasing Diversity in the Police Department

Civilianization is also a mechanism whereby women and minority groups can be integrated into the organization and to further engage the community in policing (Bocklet, 1987, Crank, 1989, Snow, 1989, Wilkerson, 1995). In turn, some of these civilians may apply to become sworn officers, thus enhancing the agency's ability to reflect the community it serves.

Increasing Productivity

The City of San Francisco Office of the Budget Analyst (1998) has argued that "Hiring civilian employees with educational backgrounds, experience and expertise in functions currently being performed by sworn personnel, who do not typically have the same level of expertise in these areas, would improve productivity."

Increasing Continuity and Consistency

Many sworn police officers lack specialist training and credentials and are often transferred between sections every few years. To this end, civilianization is viewed as a strategy to improve police effectiveness, productivity, efficiency, and continuity of knowledge (Addison, 1998, City of Berkeley, 2002, Drake and Simper, 2001).

In the typical police department, sworn members are moved between positions on a frequent basis, either due to promotions or within the guidelines of departmental tenure policies. The implementation of the "tenure" policy at the VPD in 2005 will likely improve the effectiveness and efficiency of police operations. The new policy will bring consistency and continuity by preventing officers from remaining in specialized positions (other than patrol and a few specialized units) for more than five years (see Appendix C for the VPD Tenure Policy). With the increasing specialization of certain police functions, it is likely that highly-trained civilians will have more appropriate skills, knowledge, and experience for certain positions in the department.

The Challenges to Civilianization

Despite the myriad of potential benefits, civilianization has been a contentious issue in policing and raises fundamental questions about the nature of policing and police work, the activities that are most appropriately carried out by sworn police officers, and the overall responsibilities of a police service (Her Majesty's Inspectorate of Constabulary, 2004). A report (PricewaterhouseCoopers, 2001:44) found that the proportion of sworn personnel as a percentage of total police employees in Canada has remained at approximately 74 per cent since 1986 as compared to 82 per cent in 1962. This suggests that there are challenges in increasing the civilian presence in police departments. These include organizational resistance to change and a perceived loss of control by the police. As Frazier (2003:12) notes:

[T]he success of any initiative to increase the numbers and role of civilians in a police department is predicated upon an organizational philosophy which will not only accept and support the decision but, more importantly, a culture willing to relinquish managerial oversight of these positions to a non-sworn supervisory chain of command. It is generally the latter, transition to civilian management, to which many agencies are unwilling, or unable, to commit.

In her presentation to the Canadian Association of Police Boards (CAPB), Inspector Lawrenson (1999:1) noted that many challenges arose throughout the civilianization process in the Ontario Provincial Police (OPP), including pay issues, staff turnover, morale/career advancement, flexibility of resources/deployment and the bargaining unit. In particular, she noted that, although municipalities and police services may view civilianization as a means to control costs, civilians may, and often do, demand pay equal to that of sworn officers. In such a case, there is very little incentive to civilianize a position as a cost-cutting measure. Lawrenson also stated to the CAPB that the OPP has

made an on-going commitment to review vacancies and new positions as they arise to determine whether positions should be classified as civilian.

A review of the published literature and the experiences of police departments in North America indicate that there have been challenges to increasing the civilian component of police departments beyond the traditional role of volunteers and clerical support. These include, but certainly are not limited to, the following:

Organizational Resistance

Inspector Stuart Ruff of the Victoria (BC) Police Department has pointed out that, in order for civilianization to be successful, there must be a commitment from the rank and file, senior management and the police board. In addition, the lines of responsibility and reporting between sworn and civilian members must be clear to everyone within the organization. As previously noted, the senior executive of the VPD is strongly committed to an active policy of civilianization in the Department.

A frequently-expressed concern among senior police executives is that civilianization will result in the loss of sworn positions. Among the general principles of civilianization is that an increase in the number of civilians should not, in itself, affect the determination of the authorized sworn strength of a police department.

Opposition from Police Unions and Associations

There is concern that any efforts to increase the numbers of civilians in a police department will meet with resistance from police unions and associations. This, however, has not generally been the experience of police departments in North America or in the United Kingdom (U.K.). With assurances that the staffing levels of sworn members are not directly tied to the number of civilian positions in a department, police unions and associations are likely to view the addition of specially-trained civilians as contributing to the overall quality of the police workplace and as a benefit to sworn members who have an opportunity to work with these civilians.

The Need for Police Officer Expertise and Experience

Critics of civilianization argue that the majority of inside positions within a police organization are best performed by persons with police experience and training (Crank, 1989). It is further argued that civilians lack sufficient training and expertise. However, it is often pointed out that this is not the case in other professions. As one police administrator (cited in Snow, 1989: 60) stated, "You don't have to be a pilot to be an air-traffic controller." Another counter argument is that the extensive training undertaken by police officers equips them to work effectively on the frontline, not in "finance, general administration or human resource development or management" (PricewaterhouseCoopers, 2001:45).

The success of specially-trained civilians in police forces across North America and in the U.K. suggests that concerns that civilians are unable to fully comprehend the culture of policing and meet the unique demands that are made on police departments are largely unfounded. That said, it is important to carefully consider the professional and personal attributes of potential civilian employees to ensure that they have the requisite skills sets to work in highly demanding organizational and community environments.

Civilianization as a Threat to Officer Job Security and Promotion Opportunities

Some individuals and professional associations claim that civilianization is a threat to police job security. However, there is no research evidence to support the belief that civilianization leads to an erosion in police officer job security or a reduction in ranks (Crank, 1989; Heinger and Urbanek, 1983; Her Majesty's Inspectorate of Constabulary, 2004). Concerns about civilians negatively impacting the potential for career development have proven to be unfounded. Sworn officers are unlikely to have the requisite expertise to fill many of the positions that are occupied by specially-trained civilians. And, in many sections in police departments, there are mixed teams of sworn members and civilians,

preserving opportunities for police officers to move laterally or vertically in the organization.

Civilianization as a Precursor to Privatization of Policing

Critics of civilianization have warned that it could “begin to take on the features of a Trojan horse by being, in effect, the first stage of a process in which the ultimate destination is privatization” (Loveday, 1989:94). Although there has been an exponential growth in private security forces in North America, these services focus primarily on property-related issues. Public police maintain a monopoly on public safety and security and there is nothing to suggest that this will change in the coming years.

Civilianization and Collective Bargaining Agreements

While an assessment of whether any one position in a police department should be identified as a sworn or civilian position can be based on established protocols, there may be factors specific to each individual police department, e.g. collective agreements that prohibit certain positions from being subjected to civilianization. The experience in many police departments is that a creative approach to civilianization on the part of the police management and union provides opportunities to enhance the overall quality of the department and workplace.

Civilianization and Statutory Requirements

There are certain positions in a police department that require that the incumbent have the powers of a sworn police officer. The experience of police departments is that these issues can be addressed on a position-by-position basis. Where there are statutory requirements for the incumbent in the position to have the peace officer powers, this can be noted. In other instances, the job description may be altered.

The Need to Have Sufficient Numbers of Sworn Officers to Respond to Large-Scale Events

An additional concern that has been raised regarding civilianization is that the department retains a sufficient number of officers to respond to large scale events. While all police organizations must ensure that there are sufficient numbers of officers available to be deployed, there is no evidence from the police literature that civilianization has negatively affected the ability to deploy sworn officers. As the majority of personnel in the police department will always be sworn officers, effective deployment and adequate staffing, rather than civilianization, would seem to be the primary issue.

The Duty of the Department to Accommodate Officers

Discussions of civilianization often include the issue of “accommodation” - the requirement of a police department to provide positions for sworn police officers who, for whatever reason (e.g. medical) must be assigned to light duties. The Report of the Citizen’s Budget Commission in New York (2002:vii) noted that: “Efforts at civilianization have often failed because police leaders want to keep a substantial number of assignments with limited risk available to officers as a type of reward or as a temporary assignment.” The need for accommodation includes the requirement that the accommodation position be one of substance and not of the “make work” variety. There is the often-expressed concern that, as a result of civilianization, positions will no longer be available to accommodate light-duty officers.

Civilianization, however, is an assessment and classification of a position, not the staffing of it. In other words, while a position can be identified as one best filled by a civilian, a sworn officer on light duties can still fill the position on a temporary basis. All police agencies face the issue of accommodation, and this fact of organizational life has not prevented many departments from implementing a proactive civilianization policy.

The Need for Developmental Positions for Sworn Officers

Developmental positions are a key component of career planning and of leadership succession in police departments. There are concerns that civilianizing positions will reduce the number of developmental positions available for sworn members. However, in most instances, sections where there has been increasing civilianization have resulted in mixed teams of sworn officers and civilians. This is currently the situation in the VPD Planning and Research Section, where two Sergeants, who are in developmental positions, work with specially-trained civilians. These officers also bring skills and experience that is crucial to the work that is being done in the section. In some instances, it is unlikely that a sworn member would have the requisite skill set to meet the requirements of the position occupied by a specially-trained civilian. A beneficial attribute of a developmental position is providing the sworn member with the opportunity to collaborate with highly-skilled civilians.

Recruiting and Retaining Civilian Staff

Concerns are often expressed that police departments will have difficulty recruiting, and retaining, highly-skilled civilians in specialized positions. There are a number of initiatives, however, that can be taken to increase the retention of civilian staff, including articulated career progression stages, access to in-service training opportunities, and opportunities for lateral or vertical movement within the department. Similarly, remuneration that is commensurate with specialized knowledge and skills will reduce staff turnover. Of equal importance is the development of an organizational culture within the police department in which civilian members are able to work seamlessly with sworn members and have their contributions recognized and valued by the organization.

Fiscal Savings

Generally speaking, police officers receive higher pay and benefits than civilian staff (Forst, 2000). Additionally, there are higher costs associated with training and equipping a police officer. Civilians tend to arrive in a specialist position with established skill sets. However, although a primary driving force in civilianization in policing is the effort to reduce policing costs, there is no certainty that civilianizing positions currently performed by sworn members will result in cost savings in every instance. As the authors (City of Berkeley, 2005:18) stated: “[R]eplacing sworn members with non-sworn members can free up substantial resources, since the cost of salaries and benefits for officers are substantially higher than the cost of other employees. However, for certain highly-specialized positions (e.g. crime analyst), the cost to recruit, and retain, such expertise may exceed that of a sworn member.”

Much depends upon the specific position that is being re-classified from sworn police officer to civilian. For example, re-classifying the position of head of a planning and research unit will require the police department to compete on the open labour market for a person with specialized skills, expertise, and experience. To recruit and retain a person with these credentials may cost more initially, and going forward, than filling the position with a sworn member on a rotating basis. The same may hold true for a civilian doing motor vehicle accident investigations or reconstruction. Again though, that individual may be more capable in the position than a police officer who may transfer in two to three years.

The experience of police departments generally is that civilianizing positions results in cost savings. On an annualized basis, civilianizing 104 positions in the Toronto Police Service between 1994 and 2005 resulted in a \$1.97 million dollar savings to the Service, or an average savings of \$19,000 per position. Only four of the 104 positions resulted in a higher salary being paid to the civilian than the officer originally performing the same duty (City of Toronto, Budget Advisory Committee, 2005).

The majority (N=52) of the civilianized positions were in the Court Services and Traffic Services areas (N=21). Additional areas in which positions were civilianized were Intelligence, Freedom of Information, Occupational Health and Safety, Human Resources, and Training and Education, among others (City of Toronto, Budget Advisory Committee, 2005).

Civilian Concerns

Civilians as well may be wary of increased civilianization in police departments. A recent Canadian report (PricewaterhouseCoopers, 2001:45) found that civilians expressed “concerns over perceived differences in pay, promotional opportunities and status between civilians and police officers. The absence of a defined career structure, official recognition, access to ongoing professional development opportunities, coupled with a perceived lack of respect from sworn officers, may result in civilians in police organizations viewing their position as “one of the major white-collar ghettos in the public sector” (Loveday, 1989, p. 88). However, this perceived lack of respect can be overcome as civilians assume more complex and demanding positions that are correspondingly associated with higher levels of prestige within the organization.

A Survey of Civilianization in Selected North American Police Departments

One component of the present study was a telephone survey of selected urban police departments in Canada and the U.S. Information was gathered on the ratio of civilian to police members, examples of civilian positions traditionally filled by sworn members, the role of civilian members as executive and senior managers, and each department's policy on civilianization. Information was gathered from the Edmonton Police Service, the Calgary Police Service, the Regina Police Service, the Winnipeg Police Service, the Toronto Police Service, the Ottawa Police Service, the Waterloo Regional Police Service, the Niagara Regional Police Service, the Ontario Provincial Police, the San Bernardino (CA) Sheriff's

Department, and the San Diego (CA) Sheriff's Department. See Appendix D for a list of police officials who were contacted. The results of the survey are presented in Appendix E.

The findings of this survey indicate that:

1. Civilians are filling a wide variety of positions in North American police departments that were traditionally occupied by sworn police officers, including:
 - media relations, crime scene investigation, AFIS (Edmonton Police Service, San Bernardino (CA) Sheriff's Department);
 - fleet facilities, human resources, financial services, records management (Regina Police Service);
 - latent fingerprint technicians (California Police Service, San Diego (CA) Sheriff's Department);
 - media relations unit (Toronto Police Service);
 - firearms officers (Ottawa Police Service);
 - forensic video analysts and forensic evidence technicians (Niagara Regional Police Service, San Bernardino (CA) Sheriff's Department, San Diego (CA) Sheriff's Department);
 - traffic investigators (San Bernardino (CA) Sheriff's Department);
 - burglary investigation (investigated until identification of suspect and then turned over to sworn members; San Bernardino (CA) Sheriff's Department).

2. In many police departments, there are "mixed" units composed of sworn and civilian members, including:
 - Crime Scene and Criminal History Unit (Edmonton Police Service, Waterloo Regional Police Service);
 - Forensic Analysis (Ontario Provincial Police);
 - Human Resources (Winnipeg Police Service);
 - Planning, Audit and Accreditation (Niagara Regional Police Service).

3. There are civilians in executive and senior management positions in North American police departments, including:
 - Finance, infrastructure and supply services (Edmonton Police Service; Ottawa Police Service; Ontario Provincial Police);
 - Administrative Services (Edmonton Police Service);
 - Fleet and facilities (Calgary Police Service; Niagara Regional Police Service);
 - Finance, Information Systems, Public Affairs, Human Resources (Winnipeg Police Service; Waterloo Regional Police Service; Niagara Regional Police Service; San Bernardino (CA) Sheriff's Department);
 - Forensic Crime Lab (San Bernardino (CA) Sheriff's Department; San Diego (CA) Sheriff's Department);
 - IT (Ottawa Police Service; Waterloo Regional Police Service; Niagara Regional Police Service; Ontario Provincial Police; San Bernardino (CA) Sheriff's Department; San Diego (CA) Sheriff's Department).

4. There are police departments with sworn members in charge of mixed sworn/civilian units:
 - IT, HR, Research and Development (Edmonton Police Service; Ottawa Police Service).

5. There are police departments in which sworn members report to civilian managers (Ontario Provincial Police).

It should be noted that the VPD currently has civilians working in many of the positions and units mentioned above.

Significantly, none of the Canadian or U.S. police departments surveyed for the project had a formal policy on civilianization. The present project provides an opportunity for the Vancouver Police Department to assume a leadership role in formulating and implementing a formal policy on civilianization that will be considered to be a best practice.

The Criteria for Classifying a Position as Sworn or Civilian

Police departments that have taken a systematic approach to civilianization have primarily utilized a basic macro-level approach to position classification. Rather than scrutinize the specific duties and tasks of a position, the position is challenged by a series of core questions. In a review of civilianization in Britain, the U.S., Australia and New Zealand, Parrett (1992) identified a number of common guiding principles that have been used to determine whether a specific position should be classified as sworn or civilian:

- the exercise of police powers;
- the requirement for police training, experience and skills;
- the need to provide both career development opportunities and for officers to acquire administrative skills. Balancing this against cost factors and the career needs of civilians;
- the need to contain any risk of disruption from industrial action by civilian personnel;
- the ability to recruit civilians in sufficient numbers, and of sufficient calibre, to fill the posts designated as suitable for substitution;
- the availability of civilian personnel to carry out the tasks required outside of normal working hours;
- the need to accommodate officers unable to undertake operational duties;
- in general terms, civilian numbers should not be increased at the expense of the sworn establishment.

To date, there have been a number of studies of civilianization in North American police departments. The studies proposed criteria used to assess whether a position is most appropriately classified as sworn or civilian.

Ontario Provincial Police Study

In 1990, the OPP undertook a review of all uniform positions at its General Headquarters. The review criteria consisted of the following questions:

1. Is there a need for police powers of arrest?
2. Is there a legislated requirement for a police officer to fill the position?
3. Is there a need for a firearm when carrying out the duties of the position?
And,
4. Is police training and experience critical to the performance of the unit/function?

Additional issues that were considered in the civilianization study conducted by the OPP was the need to accommodate police officers who have been injured, are seriously ill, or pregnant. It was also acknowledged that there was a need to reserve police positions for developmental purposes and for there to be sufficient numbers of police officers available to respond to emergency situations.

New York City Police Department

A study of the NYPD employed slightly different, but similar questions:

1. Does the position involve law enforcement duties, including the power of arrest and the use of force?
2. Does the position require the special skills of a trained uniformed officer with police experience?
3. Does the position require a uniformed officer because of a statute or regulation?
4. Does the position require a uniformed officer because a civilian union contract precludes a civilian from working in that capacity or those designated hours? (City of New York, 2002, p. 13).

The New York study also considered whether there would be benefits to having a mix of civilian and sworn personnel performing complementary duties in a unit.

Kansas City (MO) Police Department Study

In a study (Funkhouser, 1998) of civilianization in the Kansas City Police Department, the determination of whether a position in the Department should be designated as sworn or civilian was based on a series of twenty-one “doing statements involving the use of arrest powers, protection of life and property, maintenance of law and order, investigation of crimes, and use of force necessary to carry out tasks” (Funkhouser, 1998:35). If a preponderance of activities required police authorities, then the position was identified as a sworn position. This approach was supported by a report (Narr, 1996:2) prepared for Police Executive Research Forum which stated that “...by evaluating all the tasks encompassed by a position and identifying those that do and those that do not require arrest powers, protection against personal risk, or protection of others from risk, opportunities for civilianization become more clear.”

The Dallas (TX) Police Department Study

Perhaps the most comprehensive published report on the civilian/sworn analysis of positions was done in the Dallas Police Department (Berkshire Advisors, Inc, 2004). In this study, the position was taken that “police department positions should be filled by civilians unless an affirmative case can be made that sworn officers are needed” (Berkshire Advisors, Inc., 2004: X-1), the rationale being that the cost of utilizing sworn officers was much higher than civilian staff. The framework used to assess what positions should be filled by sworn officers and what positions should be filled by civilians assumes that an affirmative case for assigning a position to a sworn officer can be made under three conditions:

- The position requires the law enforcement powers of a sworn officer.
- The skills, training and experience of a sworn officer are needed to effectively perform the job duties.
- The skills, training and experience of a sworn officer are not required to effectively perform the job but assigning the position to

a sworn officer is beneficial to citizens and/or the department and the value of these benefits outweigh the costs.

It was also stated in the report that when an unambiguous case for assigning a sworn officer to fill a position cannot be made it may nonetheless be beneficial for the function to be assigned to a sworn officer. Three factors should be considered when making this determination:

- *Credibility*: assigning a sworn officer to fill a position provides the credibility needed to effectively perform the position's job responsibilities. For example, while civilians could potentially work in the recruiting section of a police department, they may not be as effective as a sworn police officer given that prospective recruits will want to discuss police work and a potential career in policing with a person who has served as a police officer (p. X-2).
- *Operational knowledge and experience*: "For some functions, the operational knowledge and perspective of a sworn officer is helpful in performing job duties. However, the need for operational knowledge and expertise should only provide the rationale for assigning the function to a sworn officer if the need for this knowledge and perspective is consistent and frequent and if the negative consequences that result from not having this knowledge and perspective are sufficiently severe that the additional costs associated with assigning a sworn officer to the position are warranted" (pp. X-2, X-3).
- *Leadership development* (p. X-3).

Notwithstanding the above, the authors of the Dallas report, which used cost savings as a primary motivation for civilianization, asserted that the "estimated benefits associated with assigning a sworn officer to the position should outweigh the estimated costs" (p. X-2). In employing this framework of assessment, the authors identified 179 positions within the Dallas Police Department that could be

civilianized. In contrast, an internal review by the Department identified 36 positions as candidates for civilianization.

Interestingly, none of the studies reviewed assigned a given weight to each question posed; however, the “turnkey” question in these studies is whether or not police powers are required to successfully perform in a given position. While there are no published criteria for determining the potential for civilianization of a position in the U.K., the prevailing belief is that police “should not be regularly employed on tasks which did not require police powers, training or experience” (Jones et al, 1994:170).

The Project Method

The present project involved assessing all of the sworn and civilian positions in the VPD with the exception of uniformed patrol and clerical support. This was accomplished by constructing a decision making tree that was applied to each position to determine whether the position was most appropriately classified as sworn or civilian. The assessment was performed via interviews with sworn and civilian managers about the positions under their span of control and by an independent analysis of sworn and civilian positions provided by VPD Human Resources Section.

The Decision Making Tree

A review of previous studies of civilianization revealed some variability in the number of questions that were asked about each position under review. While the OPP study used four questions, the Dallas Management and Efficiency Study asked 12 questions. The key themes, however, are similar across all of the studies. As previously noted, however, one difficulty with the previous studies was that there was no weighting of the responses. A review of how each position in the Dallas study was assessed, for example, does not reveal any clear pattern of the number of “yes” responses that were required in order for a position to be

classified as sworn or civilian. A telephone discussion with the lead investigator in that study revealed that no weighting was used and that the final assessment was made based on a preponderance of “Yes” or “No” responses.

To provide consistency and to reduce this type of ambiguity, the present study used three questions that were arranged in a decision making tree format. That is, an initial “turnkey” question was asked, and then, depending upon the response to this question, a subsequent question was either asked or not asked. This procedure was followed for each of the three questions in the decision making tree.

The three questions that composed the decision making tree for the present project were:

1. Does the position require law enforcement powers? (i.e. powers of arrest, use of force, statutory requirement, carrying a firearm)
2. Are the skills, training, experience, or credibility of a sworn police officer required to fulfill the duties of the position?
3. Can the requirements of the position be fulfilled by a specially-trained civilian?

These questions are sequential and the response to the first question determined whether the second question was asked, and then, the response to the second question determined whether the third and final question was asked of the respondent. The respondents were also asked if they had any additional comments regarding the positions under their span of control. A copy of the interview survey form is attached in Appendix F.

Note that, while the focus of the study was civilianization, the decision making tree provided for the possibility that a position that was currently occupied by a civilian could be re-classified as a sworn position. Respondents were also asked to provide any additional comments on specific positions and the basis of their response to the questions.

The Interviews

The list of sworn and civilian members interviewed in the Department is presented in Appendix G. The respondent sample included 22 Inspectors in the Department, including the District Commanders. The remaining eleven Inspectors that were not interviewed are either Administrative Inspectors or in Duty Officer positions. As well, there is one Quality Assurance Inspector who reports directly to the Chief Constable. There are also currently two seconded Inspectors, one for the Olympics and the other to the Criminal Intelligence Section of British Columbia (CISBC). In addition, the four Deputy Chief Constables, and the Chief Constable were interviewed. The DCCs were asked about the Inspector and civilian manager positions under their span of control. As well, all civilian managers were interviewed. The list of sworn and civilian members interviewed in the Department is presented in Appendix G. The respondent sample included 22 Inspectors in the Department, including the District Commanders. The remaining eleven Inspectors that were not interviewed are either Administrative Inspectors or in Duty Officer positions. As well, there is one Quality Assurance Inspector who reports directly to the Chief Constable. There are also currently two seconded Inspectors, one for the Olympics and the other to the Criminal Intelligence Section of British Columbia (CISBC). In addition, the four Deputy Chief Constables, and the Chief Constable were interviewed. The DCCs were asked about the Inspector and civilian manager positions under their span of control. As well, all civilian managers were interviewed.

In addition, at the direction of the Steering Committee, the General Manager of Human Resources for the City of Vancouver was interviewed with respect to the sworn officer positions in the VPD Human Resources Section. The General Manager has extensive experience and expertise in Human Resource issues in Vancouver (spanning nearly three decades) and has also had ongoing contact with the VPD on Human Resource issues. It should be noted that this individual was the only person interviewed who was not a sworn or civilian member of the

VPD and also who did not have the positions being assessed under his/her direct span of responsibility.

Respondents were queried about each position under their span of control. For the General Manager of Human Resources for the City of Vancouver, the position descriptions for sworn officers in the VPD HR section were provided and he was asked to provide his assessment of whether the position was most appropriately sworn or civilian by responding to the questions in the decision making tree. The interviews were generally conducted by a two-person team, composed of one of the Sergeants on the Project Team and the senior project consultant, or a member of the project consultant's team.

The first question asked was: "Does the position require law enforcement powers? (i.e. powers of arrest, use of force, statutory requirement, carrying a firearm). If the response to the question was "Yes", then the position was classified as "Sworn." If the response to the question was "No", then the second question in the decision making tree was asked: "Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?" If the response to the question was "Yes", then the position was classified as "Sworn." If the response to the question was "No", then a third question was asked: "Can the requirements of the position be fulfilled by a specially-trained civilian?" If the response to the question was "Yes", then the position was classified as civilian.

For each response, the person interviewed was asked to elaborate and to provide comments to support their response. In some instances (as will be described below), the Project Team found the rationale for the respondent's comments about a particular position to be insufficient. This resulted in several instances in which the Project Team "overrode" the view of the respondent, albeit for reasons that are articulated in the materials on the position in question.

The Independent Assessment

An independent assessment was conducted of each sworn and civilian position (with the exception of patrol and clerical support) by a person with expertise in policing. The assessor was provided with a position description, as maintained in the VPD Human Resources Section, for each sworn and civilian position in the Department, with the exception of patrol and clerical support positions. Each position was assessed utilizing the same decision making tree and questions that were used for the interview-based assessment. The results were recorded on a grid.

Results of the Position Assessments

A unique feature, and strength, of the present project is that two separate analyses were conducted of the sworn and civilian positions in the VPD: one via interviews with senior sworn and civilian managers about the positions under their span of control, and the other via an independent assessment by a policing expert using the sworn and civilian position descriptions provided by VPD Human Resources Section.

The responses of the Inspectors, civilian managers, Deputy Chiefs, and the Chief Constable are summarized in Appendix Q. This includes selected comments that were offered by each respondent about the specific position under consideration. A review of the classifications compiled by the interview-based assessment and the independent assessment reveals that there was agreement between the two methods on a number of positions and disagreement on other positions. Interestingly, it is noted that the interview-based assessment resulted in more sworn positions being re-classified as civilian than in the independent assessment. This dispels any concerns that there would be a hesitancy on the part of the VPD to objectively assess the potential for civilianization in the Department.

In those cases where there was a discrepancy between the two assessments, the Project Team gathered additional information on the specific position and made a final recommendation based on the position functions and the entire organizational context. Recall that the independent assessor had only the position descriptions provided by the Human Resources Section.

The Positions and Recommendations

The findings from the two assessments indicate that, at the present time, there are 19 sworn officers occupying 11 different types of positions in the VPD that can be filled by specially-trained civilians. This total includes:

- 2 Inspectors
- 1 Corporal (WSE - while so employed)
- 16 Constables

Following are the positions about which there was agreement (consensus) between the independent assessor and the interview-based assessment that the position should be re-classified as civilian. Also included are the positions where there was a discrepancy in the determination of whether the position was most appropriately classified as sworn or civilian. As well, the Project Team's recommendation with respect to the position is presented. The positions and attendant recommendations are categorized by division.

The position descriptions for those positions where recommended for civilianization and for those where there was a discrepancy between the two assessments are included in Appendix H.

Operations Support Division

Position: Constable, Youth Referral Coordinator (consensus)

Both the independent assessment and the interview-based assessment reclassified this position from sworn to civilian.

The Constable working as the Youth Referral Coordinator reviews cases and assesses the eligibility and suitability of young persons in accordance with the criteria set out in the YCJA for the purpose of pre-charge referral to an appropriate agency. This person maintains the information received by service providers, updates the Police Records Information Management Environment (PRIME), liaises with the various community and provincial agencies and provides members with the appropriate referral information.

The job functions currently include:

- Developing Memorandums of Understanding (MOUs) with community service providers.
- Screening all VPD cases referred by members and forwarding the appropriate information to service provider.
- Maintaining adequate records of referred cases and updating PRIME.
- Continually liaising with community service providers, regional groups, and appropriate provincial bodies.
- Ensuring that all computer and hard-copy information is up to date and accurate.
- Providing continual information (through training) to members regarding the referral process.

The Inspector in charge of this position stated in the interview that the position would be enhanced if it were occupied by a specially-trained civilian. In the Inspector's view, a civilian would bring additional valuable skills, knowledge, and abilities to the position.

Recommendation: That the position of Constable, Youth Referral Coordinator position be civilianized.

Support Services Division

Position: Inspector, Planning and Research Section (consensus)

Both the independent assessment and the interview-based assessment reclassified this position from sworn to civilian.

The Inspector in charge of the Planning and Research Section (P&R) is responsible for the oversight and management of twelve fulltime employees, including a mix of sworn police officers and highly trained civilian analysts. In addition, this group includes the VPD Operational Legal Advisor. As a Section, P&R is responsible for the Strategic Plan of the VPD, and the Regulations and Procedures Manual. P&R is the clearinghouse for all organizational change, and the coordination and management of this change is administered through this office.

In addition, the Inspector in charge of P&R is responsible for all of the statistical reporting and social science research for the VPD, including research assignments directly for the Executive, along with public reporting of crime statistics and community policing data.

The job functions currently include:

- Strategic Planning: Overseeing the ongoing development of the VPD Strategic Plan, including the ongoing monitoring of progress against pre-defined measurement criteria, the continued involvement of line staff and the community in the processes, and updated goal setting for the organization.
- Benchmarking and Performance Measurement: On an organizational level, defining the key performance indicators for the VPD, in relation to its Strategic Plan. Includes the on-going measurement of performance, and

- regular reporting to the Executive and the Police Board on progress, areas of improvement, and areas requiring improvement.
- Establishing controls for file management and service delivery to other Sections of the VPD, and the Executive. Conducting periodic audits of internal processes to ensure objectives are met.
 - Responsible for the Book and Publications Budget line item for the entire Department. Overseeing organizational spending in this area, including the maintenance of the Departmental library, approving publication expenditures, and regular variance reporting to the Finance Section.
 - Reports to City Council and the Police Board: Responsible for review and approval of all Departmental Reports to City Council. P&R serves as the central repository of organizational change and corporate history. Ensuring that the Department is consistently represented with City Council in its reporting processes.
 - Overseeing the work of the VPD Operational Legal Advisor, who reports directly to Legal Services with the City of Vancouver.
 - Policy and Procedure Review: Overseeing all policy and procedural change for the Department. Central clearinghouse for all policy development, including business process changes, legal reviews and procedural amendments. Overseeing all I Service and Policy complaints, characterized from the Office of the Police Complaint Commissioner (OPCC), resulting in policy review for improved business processes.
 - Impact Assessment for Change: Performing impact assessments from court decisions, legislative changes and procedural and technological advances that may have an impact on the day-to-day operations of our employees. Overseeing policy and procedure changes that stem from those external drivers, and frequently oversees the change management process through the implementation of recommended changes.

The Planning and Research Section has historically been managed by a sworn officer. However, in the 1990s, the Department employed a civilian manager with a PhD and very good credentials. Unfortunately, due to a variety of reasons, the

civilian did not remain in the position and left the Department. Upon her departure, the VPD reverted back to a sworn manager.

The Deputy Chief Constable in charge of this section stated in the interview that it may be possible to fill the position with a civilian if the right person were developed for the position. However, he also noted that this would be a very high-level civilian position and that it would require the civilian to spend a considerable period of time in the position in order to develop the requisite knowledge and skills. His view, therefore, was that it would be preferable to develop and mentor a person internally for the position. The Chief Constable also expressed the view that this position was worth examining for possible civilianization.

The view of the Project Team is that the position is most appropriately classified as a one that can be filled by a highly-trained civilian. It can be anticipated that this position will take longer to fill than others that have been re-classified as civilian.

Recommendation: That the position of Inspector, Planning and Research Section, be civilianized and that a specific strategy for advertising, recruiting, and selecting a highly-trained civilian to fill this position be developed by the VPD senior executive.

Position: Constable, Information & Privacy Unit (consensus)

Both the independent assessment and the interview-based assessment reclassified this position from sworn to civilian.

The Constable in the Information and Privacy Unit responds to FOI requests by locating pertinent information in Departmental databases/records, appropriately vetting, and releasing the information in accordance with section and legislated timelines.

The job functions currently include:

- Managing all aspects of assigned cases, which includes the maintenance of files and documentation in a manner prescribed by the section. They prepare and co-ordinate relevant documentation to ensure thoroughness in the investigation(s).
- Coordinating and tracking information to meet section needs. They maintain a database and disseminate information to assist in meeting section and Departmental objectives.
- In response to FOI requests, locating and vetting related documentation. They must then synthesize and present this documentation in a written format that meets legislated requirements, and maintains the integrity of sensitive or ongoing investigations.
- Acting as a resource person to police members, government agencies and the community on section related matters. They respond to inquiries from the media and the community, and communicate information on a one-to-one basis, in the classroom setting, and in public settings.

The Manager, Information Management Section and the Coordinator of the Information and Privacy Unit were both interviewed regarding this position. Both agreed that this position could be filled by a specially-trained civilian. When this position was originally created there was a benefit to having a sworn member due to the corporate knowledge they possessed. This was purely a bonus and not a requirement. A specially trained civilian would acquire the corporate knowledge through experience in the position and would provide long term stability in the unit. There are civilians in both the public and private sector who would be qualified for this position. The independent reviewer also felt this position should be civilianized.

Recommendation: That the position of Constable, Information and Privacy Unit be civilianized.

Position: Constable (WSE-Corporal) - Health and Safety Unit (discrepancy)

The independent assessment determined that the position should be reclassified as civilian, while the interview-based assessment determined that the position should remain a sworn position.

The Corporal in charge of the Health and Safety Unit ensures that workplace standards, as required by WCB and other regulatory bodies, are maintained and, as well, administers multiple health and safety programs, identifies and investigates workplace hazards.

The job functions currently include:

- Providing education and training to the community on a one-to-one basis and in a group setting. They prepare training bulletins and other written information relevant to the Department and/or community.
- Coordinating and tracking information to meet section needs. This includes maintaining a database and disseminating information to assist in meeting section and Departmental objectives.
- Working with relevant stakeholders in the development and implementation of section and/or Departmental policy. They develop protocol and policy that is consistent with current case law and needs of the section and/or Department.
- Working with all stakeholders to identify section needs and securing the resources necessary to achieve section and/or Departmental goals. They administer and deliver section specific programs in accordance with Departmental needs.

The Inspector in charge of this position felt that the skills, training, experience and credibility of a sworn police officer were required for this position. The independent reviewer believed this position should be civilianized. Positions similar to this exist in both the public and private sector and are commonly filled with civilian employees. There are no requirements in the description of this position that could not be performed by a specially trained civilian.

Recommendation: That the position of Constable (WSE-Corporal), Health and Safety Unit be civilianized.

Position: Sergeant, Career Development Unit (Performance Management) (discrepancy)

The independent assessment recommended that this position remain a sworn position, while the interview-based assessment determined that the position should be re-classified as a civilian position.

At the present time, there are two sworn officers in the Career Development Unit in the Human Resources Section. Both of these officers, at the Sergeant rank, are involved in the same types of activities. As currently structured, the Career Development Unit requires sworn members due to their skills, training and experience; however, should the VPD determine that business processes of the Career Development Unit be altered to include a specialized position related to performance development/management, this position, potentially, would be appropriately classified, under the decision making tree criteria, as a civilian position. To this end, the Project Team recommends that the position of Sergeant, Career Development Unit, remain sworn at the present time and that the VPD undertake a review of the activities and objectives of the Career Development Unit.

Recommendation: That the position of Sergeant, Career Development Unit, remain a sworn position, subject to an organizational review of the Career Development Unit by the VPD.

Operations Division

Position: Constable, District Analyst (partial consensus)

Both the independent assessment and the interview-based assessment reclassified this position from sworn to civilian.

There are currently four Constables working as District Analysts, one for each Patrol district. The Constables report directly to their designated District Commander.

The job functions currently include:

- Browsing all district PRIME reports from the previous day / weekend.
- Recording unique information or Modus Operandi (MO) in a searchable crime log.
- Perusing daily Crime Analysis Unit (CAU) patrol bulletins and doing further research and analysis as required.
- Monitoring daily thresholds for abnormalities and using ArcExplorer to analyze crimes for patterns, hotspots, suspects, MOs, time range etc.
- Using CORNET (BC Corrections database) and working closely with the Chronic Offender Program (COP) to monitor the release of chronic offenders and other criminals of special interest.
- Monitoring hotspot maps and providing an appropriate analysis for Patrol members.
- Maintaining a list of problem premises for a response by Patrol.
- Liaising with other VPD analysts as required (P&R, Sexual Offence Squad, General Investigation Unit, Robbery Squad, Criminal Intelligence Section, etc.).
- Preparing timely crime reports for Patrol electronic parade briefings.
- Attending 'Bravo' and 'Charlie' parades at least once per rotation for each team and more frequently if required.
- Attending 'Weekly Crime Review' meetings and sharing information relative to potential targets and crime trends or MOs.

- Submitting target proposals to their District Target Teams and Strike Force.
- Meeting regularly with District management to discuss current crime trends, problems, strategies and evaluation.

The interviews with senior managers regarding the positions of Constable, District Analyst, produced a division of opinion: several of the managers felt that the positions should remain as sworn positions, while others believed the positions should be civilianized. The independent reviewer determined that the positions should be civilianized.

All of the senior managers agreed that the position does not require law enforcement powers. The arguments for maintaining sworn status included the ability to use these as accommodated positions for sworn members on light duties. In addition, some thought that the knowledge and credibility of a sworn officer was needed for these positions to be effective.

The arguments for civilianizing these positions were similar to those for the Crime Analysis Unit. This included the fact that civilians would bring better technical skills and long term stability to the unit. Under the current structure, members go into these positions with limited knowledge of analytical work and, by the time they become proficient, they are moved to another position. One District Commander commented that civilians would embrace this kind of work as opposed to seeing it as a chore.

Recommendations: That four of the positions of Constable, District Analyst be civilianized.

Position: Constable, Crime Analysis Unit (partial consensus)

The independent assessment determined that the position should be reclassified as civilian, while there was a division of opinion among senior managers in the VPD who were interviewed.

The Crime Analysis Unit develops and implements a systematic process which is directed at providing timely and pertinent information relative to crime patterns and trend correlation. There are currently six Constable positions in this unit.

The job functions currently include:

- Identifying specific and immediate crime problems by retrieving data from existing information systems and providing weekly crime mapping.
- Providing statistical summaries to managers and investigators including weekly crime mappings and analyzing long term crime trends.
- Cultivating investigative resources including other police agencies, VPD sections, other organizations, and individuals with valuable skills. They cultivate and manage informants using the established departmental procedures.
- Preparing numerous reports on a wide range of topics relating to crime trends, security problems, crime prevention techniques and investigation status reports.

The independent assessor reclassified all six of the positions in the Crime Analysis Unit as civilian. It is a common police practice for positions such as these to be filled with specially-trained civilians. Civilians bring specialized training and computer skills that most police officers do not possess. In addition, civilians are more likely to remain in the position for a lengthy period of time, bringing stability and efficiency to the unit. The VPD would have no difficulty recruiting qualified persons for these positions.

The Inspector in charge of the Crime Analysis Unit stated in the interview that the skills, training, experience and credibility of a sworn police officer were required. He noted, however, that there is a need to have one or two civilians with high-

level technical skills in the unit. He also noted that most of these positions have historically been light duty (accommodated) positions.

In the view of the Project Team, a blend of sworn members and specially-trained civilians would be the ideal arrangement for the Crime Analysis Unit. This would ensure that there was sufficient technical expertise and long term stability in the unit while at the same time retaining the capacity of the operational knowledge of sworn members which is beneficial for interpreting results. As well, where appropriate, the Crime Analysis Unit would remain a potential placement for accommodated sworn members and for developmental purposes.

It was also noted during this study that there may be increased efficiencies if the Crime Analysis Unit was relocated to the Planning and Research Section. This would serve to integrate the activities of crime analysis with research, policy and planning and ensure that the two sections were not duplicating efforts.

Recommendations: a) That four of the six Constable, Crime Analysis Unit positions be civilianized; and, b) That the VPD explore relocating the Crime Analysis Unit from the Patrol Support Section to the Planning and Research Section.

Office of the Chief Constable

Position: Inspector, Quality Assurance Section (consensus)

Both the independent assessment and the interview-based assessment reclassified this position from sworn to civilian.

The Inspector in-charge of the Quality Assurance Section (a one-person unit) is directly responsible to the Chief Constable and is assigned projects at the discretion of the Chief Constable and the Executive of the Department. Projects may include specific audits or reviews of sections or units related to their function, structure, compliance issues or diligence. The audit or review is an objective examination that allows for an independent assessment on risk management, controls or governance processes within the organization.

The job functions currently include:

- Analyzing current practices, structures, and systems to determine issues related to review or audit.
- Examining the current operational functionality of the section or unit being audited and writing comprehensive reports on the findings of audits.
- Examining all of the contributing data and recommending improvements or adjustments to the current systems or processes that are in place.

The Chief Constable stated in the interview that this position would probably be better served by a civilian auditor than by a sworn police officer. He noted that civilian auditors are used by the RCMP. Civilian auditors possess the necessary skills and training to perform this job and provide long term stability in the position. Sworn police officers do not generally possess audit skills, there is a steep learning curve. Further, the officers rarely remain in the position for more than two years.

In time, a specially-trained civilian would acquire the necessary organizational knowledge and experience to function effectively. Having a civilian auditor work under the authority of a designated Inspector would provide the auditor with the organizational authority to ensure compliance.

Further, it is the view of the Project Team that the Quality Assurance Unit is most appropriately located in the Planning and Research Section and that this section be renamed the Planning, Research and Audit Section.

Recommendations: a) That the position of Inspector, Quality Assurance Section be civilianized; b) That the Quality Assurance Section be relocated to the Planning and Research Section and, c) That the Planning and Research Section be re-named the Planning, Research and Audit Section.

Investigation Division

Position: Constable, ViCLAS (consensus)

Both the independent assessment and the interview-based assessment reclassified this position from sworn to civilian.

The Constable working in the Violent Crime Linkage Analysis System (ViCLAS) is responsible for ensuring the completion of ViCLAS and other relevant databases used by investigators to track and/or link violent crimes. The officer analyzes ViCLAS data and identifies crime trends and/or offenders, and acts as a resource to other police members and agencies.

The job functions currently include:

- Managing all aspects of assigned cases, which includes the maintenance of files and documentation in a manner prescribed by the Section. Preparing and coordinate relevant documentation to ensure thoroughness in the investigation(s).
- Ensuring that VPD investigators submit ViCLAS reports for all qualifying offences, and ensuring that data is processed and appropriately added to the ViCLAS database.
- Conducting analysis of ViCLAS data in an attempt to identify offenders and/or patterns in criminal offences.
- Preparing reports in a timely manner to assist investigators in the identification of offenders and/or patterns in criminal offences.
- Cultivating investigative resources including other police agencies, VPD Sections, other organizations, and individuals with valuable skills.
- Acting as a resource person to police members, government agencies and the community on section-related matters. Responding to inquiries from the media and the community, and communicating information on a one-to-one basis, in the classroom setting, and in public settings.
- Gathering and coordinating information on persons/locations/vehicles of interest to the section in an attempt to guide enforcement efforts.

The Inspector in charge of the Special Investigation Section stated in the interview that the position could be filled by a specially-trained civilian.

Recommendation: That the position of Constable, ViCLAS be civilianized.

Position: Constable, Document Services Unit (consensus)

Both the independent assessment and the interview-based assessment reclassified this position from sworn to civilian.

The Constables working in the Document Services Unit are responsible for the service of subpoenas/summonses, short notice court notifications/denotifications and court-ordered DNA collection.

The job functions currently include:

- Performing activities relating to the tracking and serving of subpoenas and summonses for court purposes.
- Collecting DNA samples from parties in custody when a DNA court order is in effect. Collecting and processing sample(s) in accordance with approved procedures.
- Communicating with sworn members regarding short notice court notifications and/or denotifications. Acts as a liaison between VPD and Crown to facilitate court attendance by sworn members.
- Enforcing breaches of statute and common law including Criminal Code offences, provincial statutes, traffic violations, bylaws and other statutes. Includes the apprehension of criminals and violators, which may involve the use of appropriate levels of force. They also serve processes on offenders and prepare the appropriate documentation to the courts, Department, and/or related agencies.

There are currently six Constable positions in the Document Services Unit. The Inspector in charge of this unit stated that peace officer status is required for the swearing of Informations, which would prohibit a non-sworn civilian from performing this task. Civilians would be able to serve some subpoenas; however,

there are officer safety issues due to the type of clientele that are often encountered.

The Deputy Chief in charge of the Investigation Division pointed out that it is a requirement of the Collective Agreement (Section 7.5 (J) (b)) that denotifications for Court appearances be done by a police officer.

It is the view of the Project Team that the Document Services Unit could be staffed by a mix of regular police officers and Special Constables. This model would enable all members of the unit to serve legal documents and swear Informations. In addition, the regular police officers would still be in place to meet the requirements of the Collective Agreement and to address the officer safety issues. The Special Constables would provide long-term stability and ensure there was expertise in the unit. As noted, Special Constables are classified as civilians.

Recommendation: That three of the six Constable positions in the Document Services Unit be reclassified as Special Constable positions.

Position: Constable, Robbery/Assault Analyst (discrepancy)

This position was identified as a sworn position by the independent assessment and as a civilian position by the interview-based assessment.

The Constable working as the Robbery/Assault Analyst assists two supervisors, twenty plus investigators and two civilian support staff with the management and administration of information and intelligence, analysis, data maintenance, and liaison to help ensure the efficiency and effectiveness of the Robbery/Assault/Arson Unit.

The job functions currently include:

- Reviewing all incoming information and intelligence from both internal and external sources to determine the relevance to operational and historical files, potential threats, and maintenance of these files.

- Creating and maintaining data files on bank robberies and other major crimes for the purpose of linking serial crimes and predicting future serial crime incidents using spreadsheets, link charts, timelines, mapping and other analytical tools.
- Reviewing, maintaining and distributing information regarding parolees who are wanted by the Correctional Service of Canada in the Vancouver region.
- Maintaining contacts with the financial institution corporate security community and outside law enforcement agencies including the Correctional Service of Canada.
- Providing experience and knowledge and acting as a resource person to assist patrol members, investigators, supervisors, support staff and community partners as required.

The Inspector in charge of this position stated that position was based on the person's analytical ability and did not require police powers. The position can be filled with a specially-trained civilian.

Recommendation: That the position of Constable, Robbery/ Assault Analyst be civilianized.

Position: Constable, Statement Analysis (discrepancy)

This position was classified as a sworn position by the independent assessor and as civilian by the interview-based assessment.

The Constable working in Statement Analysis is responsible for examining pure version statements to detect truthfulness or deception and forensic interviewing.

The job functions currently include:

- Examining written statements to obtain information and detect truthfulness or deception. The position incumbent also provides instruction and advice on obtaining pure version statements.

- Developing and delivering training programs to VPD personnel and recognized outside agencies with regards to statement analysis, obtaining written statements, and the use of 'Verbal Inquiry-the Effective Witness' (VIEW) questionnaires.
- Writing VIEW questionnaires for investigators. Providing instruction to investigators on the presentation and analysis of questionnaires and conducting analysis of questionnaires.
- As a member of the Forensic Interview Team, acting as a resource to team members and/or personally conduct forensic interviews.
- Cultivating investigative resources including other police agencies, VPD Sections, other organizations, and individuals with valuable skills.
- Acting a resource person to police members, government agencies and the community on section related matters. Responding to inquiries from the media and the community, and communicate information on a one-to-one basis, in the classroom setting, and in public settings.

The Inspector in charge of the Special Investigation section stated in the interview that police experience was helpful but not essential, and that this position could be filled by a specially-trained civilian. He acknowledged that while others in the VPD may hold a different opinion on this, the position is strictly statement analysis.

Recommendation: That the position of Constable, Statement Analysis be civilianized.

Position: Constable, Forensic Identification Unit (discrepancy)

The independent assessor determined that this position should be reclassified as civilian, while the interview-based assessment classified this position as sworn.

The Constables working in the Forensic Identification Unit are responsible for applying appropriate forensic processes and procedures to evidence with a

working knowledge of all forensic processes and procedures. They act as a resource to other police members and agencies.

The job functions currently include:

- Applying appropriate forensic techniques to collect evidence from crime scenes while ensuring that the integrity of the scene and the collection process is maintained.
- Managing all aspects of assigned cases, which includes the maintenance of files and documentation in a manner prescribed by the Section. Preparing and coordinating relevant documentation to ensure thoroughness in the investigation(s).
- Using appropriate forensic processes and procedures to identify offenders. Providing forensic rationale, in verbal and written format, as to why evidence points to a specific offender(s).
- Preparing all documentation, evidence and reports necessary to process offenders in court. Conducting follow-up and corroborative evidence as required by the Section and the Crown Counsel.
- Acting as a resource person to police members, government agencies and the community on section-related matters. Responding to inquiries from the media and the community and communicating information on a one-to-one basis, in the classroom setting, and in public settings.

The VPD currently has civilian positions in Ident-related areas, including: the Automated Fingerprint Identification System (AFIS), the photo lab, the firearms/tool mark lab, and for taking fingerprints. Canadian police forensic identification units are staffed primarily by sworn members (See Appendix I). There is, however, extensive civilian involvement in forensics and crime scene investigation in many police departments in the U.S. and in the U.K. where it is common practice to have blended units of sworn and civilian specialists (often referred to as criminalists). And, the available evidence suggests that specially-trained civilians can make a significant contribution to forensic and crime scene investigation working alongside sworn officers. The positive results obtained to

date indicate that blended teams of sworn officers and specially-trained civilians are emerging as a best practice. See Appendix J for a review of the role of specially-trained civilians in blended crime scene and forensic identification units in selected U.S. police departments and in the U.K.

It is the view of the Project Team that further examination of this position is required.

Recommendations: a) That the position of Constable, Forensic Identification Unit remain a sworn position at the present time; and, that b) That an examination of the potential to civilianize some of the current sworn Constable positions in the Forensic Identification Unit be conducted during the next phase of the Operational Review, such examination to be guided by best practices in North American and U.K. police departments.

Position: Constable, Planning and Research Section (discrepancy)

The independent assessor determined that this position should be reclassified as a civilian position, while the interview-based assessment determined that the position should remain a sworn position.

The Constables in the Planning and Research Section are responsible for conducting research on current and future policy. They track and document research and policy recommendations and conduct research on related subject matter as assigned by the section.

The job functions currently include:

- Managing all aspects of assigned cases, which includes the maintenance of files and documentation in a manner prescribed by the section. Preparing and coordinating relevant documentation to ensure thoroughness in the investigations.
- Providing education and training to the community on a one-to-one basis and in a group setting. Preparing training bulletins and other written information relevant to the Department and/or community.

- Working with relevant stakeholders in the development and implementation of section and/or Departmental policy. Developing protocol and policy that is consistent with current case law and needs of the section and/or Department.
- Conducting analysis of information, obtained from multiple sources, in an attempt to assess and improve the delivery of VPD services.

The Planning and Research Section has undergone significant changes in the past year including the addition of three new specially-trained civilians. There is now a total of six civilians working in the section. The section has also been split into two units comprised of the Research and Policy Unit and the Organizational Planning Unit.

All three Constables work in the Research and Policy Unit. They are primarily responsible for files relating to the VPD Regulations and Procedures Manual (RPM). The RPM provides the standard operating procedures for the entire Department. These files require sworn knowledge, training and experience to ensure any procedural changes are appropriate and practical for the organization. The Constables also provide advice to the civilian members on a daily basis by providing operational knowledge and perspectives. The blending of sworn and civilian members has proven to be a very efficient mix of technical skills and practical knowledge that would suffer if it was either all sworn or all civilian. The Constable positions in the Planning and Research Section are also an important component of the VPD developmental process.

Recommendation: That the position of Constable, Planning and Research Section positions remain a sworn position.

Position: Constable, Telephone Response Team (discrepancy)

The independent assessor re-classified this position as civilian while the interview-based assessment classified this position as sworn.

The eight Constables working in the Telephone Response Team are responsible for the investigation of (primarily) priority three calls with minimal suspect information and/or no significant follow-up requirements. This includes case/file management, call assessment, resource management, and public education, among others.

The job functions currently include:

- Managing all aspects of assigned cases, which includes the maintenance of files and documentation in a manner prescribed by the section. Preparing and coordinating relevant documentation to ensure thoroughness in the investigations.
- Responding to incoming 911 calls that are priority 3 and/or contain minimal suspect information.
- Analyzing incoming 911 calls to determine the nature of the call, and whether police attendance is required, and the likelihood of forensic evidence recovery. Forwarding calls to the appropriate units for follow-up where necessary.
- Preparing all documentation, evidence and reports necessary to process offenders in court. Conducting follow-up and corroborating evidence as required by the section and the Crown Counsel, and preparing all documentation and reports relating to the prosecution of offenders in court.
- Cultivating investigative resources including other police agencies, VPD sections, other organizations, and individuals with valuable skills. Cultivating and managing informants using the established departmental procedures.
- Providing education to the public during routine contacts and in a formal setting. The subject of public education may include traffic problems,

crime prevention, safety issues, nuisances, disaster planning and substance abuse.

The interview with the Inspector in charge of this unit and a review of the job functions of the position establish that the skills, training and experience of a sworn police officer are required for these positions. They are conducting investigations and writing police reports which in some cases may proceed to court. In addition, this is an area that may be used for experienced accommodated officers.

Recommendation: That the position of Constable, Telephone Response Team remain a sworn position.

Position: Constable, Block Watch Coordinator (discrepancy)

The independent assessor identified this position as civilian while the interview-based assessment determined that this position should be a sworn position.

The Constable who works as the Block Watch Coordinator assumes the role of a resource person in the community to assist neighborhoods in being proactive in crime prevention. This includes recruiting Block Watch applicants, maintaining current blocks, producing news letters, managing information, and supervising a part-time civilian assistant.

The job functions currently include:

- Providing education and training to the community on a one-to-one basis and in a group setting. Preparing training bulletins and other written information relevant to the Department and/or community.
- Taking part and assisting in the coordination of community events. This involves site preparation, event coordination, staffing, scheduling, training and other position-associated duties.
- Participating in the community-based policing model by acting as community team leader in identifying problems that damage the quality of

life, then working through the community as a whole to find and apply solutions to those problems using the formal problem solving process.

- Conducting criminal investigations into the information that is provided by the Block Watch captains and co-captains. People are encouraged to phone or e-mail the Block Watch coordinator with information regarding suspicious people, licence plates or addresses.

This Constable provides a public face for the Department. The current role is liaising with public at various functions in uniform on a regular basis.

Recommendation: That the position of Constable, Block Watch Coordinator remain a sworn position for the present time, subject to the completion of the Strategic Business Plan for this work unit as part of the Operational Review. This will provide additional information on the time and tasks of the Constable and allow a more accurate assessment of whether the position should be reclassified as civilian or remain a sworn position.

Position: Constable, Business Liaison Officer (discrepancy)

The independent assessor identified this position as civilian while the interview-based assessment determined that this position should be a sworn position.

The Constable working as the Business Liaison Officer assumes the role of crime prevention officer for the business community. This includes business crime analysis, report writing, education, public speaking and the development of crime prevention programs.

The job functions currently include:

- Gathering information on business related crimes such as shoplifting, hold-ups, frauds and security issues. Ensuring that crime analysis information is prepared and provided to the community on these activities.
- Providing education and training to the community on a one-to-one basis and in a group setting. Preparing training bulletins and other written information relevant to the Department and/or community.

- Preparing numerous reports on a wide range of topics relating to crime trends, security problems, crime prevention techniques and investigation status reports.
- Acting as a resource person to police members, government agencies and the community on section related matters. Responding to inquiries from the media and the community and communicate information on a one-to-one basis, in the classroom setting, and in public settings.
- Acting as a public relations officer in the business community by maintaining a high visibility uniform presence at fund raising and social events.

The sworn member in this position is also responsible for the Shoplifter Release Program, which includes training Loss Prevention Officers in the Criminal Code and the writing of Crown Counsel Reports. This program frees up patrol resources by allowing stores involved in the program to release their shoplifters without the attendance of a police officer. The store detectives release the suspect (once they have confirmed their identity) and forward their reports to the Business Liaison Officer for approval, processing and forwarding to Crown Counsel. This officer is also a public face for the Department and performs a uniformed public relations role with the business community.

Recommendation: That the position of Constable, Business Liaison, remain a sworn position for the present time, subject to the completion of the Strategic Business Plan for this work unit as part of the Operational Review. This will provide additional information on the time and tasks of the Constable and allow a more accurate assessment of whether the position should be reclassified as civilian or remain a sworn position.

Position: Constable, Traffic Support Unit (discrepancy)

The independent assessor determined that this position should be reclassified as civilian while the interview-based assessment determined that the position should remain a sworn position.

The two Constables in the Traffic Support Unit act as traffic resource people to departmental members, government agencies and other police agencies through research and analysis, training and community police services.

The job functions currently include:

- Conducting research and analysis relative to traffic issues in the community. Communicating findings and information by way of formal reports, public presentations and classroom training. Researching and reporting on all traffic matters in the Department.
- Developing new and existing programs to reflect legislative and departmental amendments; including the preparation of lesson plans and other training materials. Participating in the violation and police bylaw enforcement program.
- Providing training to members in a number of areas including blood kit usage, Approved Screening Devices and drug evaluation programs. Delivering training in the classroom setting and by way of training bulletins and public presentations.
- Providing opinions on a wide variety of traffic matters to VPD investigators and other government bodies.
- Preparing numerous reports on a wide range of topics relating to crime trends, security problems, crime prevention techniques and investigation status reports. This includes the preparation and review of legal documents for court.

The Inspector in charge of this position stated that it was important for the officers in this position to have the skills, training, experience and credibility of a police officer. These officers must be highly experienced officers to provide an advisory role to every other officer in the Department on all traffic related matters.

In addition, they are responsible for training officers in traffic related matters including the DataMaster Certification Program.

Recommendation: That the position of Constable, Traffic Support Unit remain a sworn position.

Results of the Interview with the General Manager of Human Resources, City of Vancouver

The General Manager of Human Resources for the City of Vancouver was asked to assess each of the sworn positions in VPD HR. At the outset of the interview, he stated that he was more familiar with the civilian positions in the VPD HR. He did indicate that he meets with the DCC for Support Services on a monthly basis to discuss a variety of human resource issues, including arbitrations, V POA contracts and the potential budgetary impact of various human resource matters. While he was aware that there were sworn members working in the VPD HR Section, he indicated that he was not aware of the specific job descriptions and functions of the sworn members.

The General Manager was provided with the descriptions of all of the positions occupied by sworn members in the VPD HR. He was then asked the three questions contained in the decision making tree. His assessments are presented in Tables 1 through 6.

TABLE 1 - Interview Result General Manager COV Human Resources

Position	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?
Inspector i/c HR	No	No, but very useful; it's not just a civilian function; there is an operational side and it is important that the person have knowledge of police operations; good to have a combination of the two areas of expertise; ensure that the sworn officer in the position has both skill sets.	Yes, but not certain that person would be as effective; may be reluctance to accept an outsider; the person would need to provide good advice to gain respect.

NOTE: This position was assessed as being most appropriately classified as “sworn” by both the independent assessment and by the interview-based assessment.

TABLE 2 - Interview result General Manager COV Human Resources

Position	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?
Sgt. Employee Relations Unit	Yes; statutory need regarding discipline and the Police Act	Yes; disciplinary functions as per the Police Act; hard to have a civilian discipline and performance; utility to having a sworn member who understands situation an employee may encounter; the person in this position requires operational knowledge; “A Sergeant here makes sense. Supervisory level makes sense.”	

NOTE: This position was assessed as being most appropriately classified as sworn by both the independent assessment and the interview-based assessment.

TABLE 3 – Interview result General Manager COV Human Resources

Position	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?
Sgt. Attendance Management	No	No, but useful; acceptance by sworn members of the role, but not a requirement.	Yes, drawback is acceptance of a civilian in this position

NOTE: This position was assessed as being most appropriately classified as sworn by the independent assessment and the interview-based assessment.

TABLE 4 - Interview result General Manager COV Human Resources

Position	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?
Sgt. Labour Investigations	Depends upon how the work is organized; If the individual is going to investigate and deal with issues at the team/squad level, then probably yes; if not, then no; not familiar with the position.	Yes, as long as there is a disciplinary role involved	Yes, for those activities that did not involve a disciplinary role; a civilian could do some work that was then passed on to a sworn member for action.

NOTE: This position was assessed as being most appropriately classified as sworn by both the independent assessment and by the interview-based assessment.

TABLE 5 – Interview result General Manager COV Human Resources

Position	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?
Sgt. Assignments and Transfers	No	Yes; responsibility for career path and Competencies.	

NOTE: This position was assessed as being most appropriately classified as sworn by both the independent assessment and the interview-based assessment.

TABLE 6 – Interview result General Manager COV Human Resources

Position	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?
Sgt. Career Development	No	Same comments as per the Assignments and Transfers position; any functions related to the promotional process should be done by a sworn officer.	

NOTE: This position was assessed as being most appropriately classified as sworn by independent assessment as a civilian by the interview-based assessment.

On the basis of the information provided by the General Manager of HR for the City of Vancouver, the Steering Committee has determined that the following positions will be the subject of a more in-depth examination during Phase 2 of the project: Inspector i/c of Human Resources; Sgt. Attendance Management; and Sgt. Labour Investigations. Specific attention will be given to the roles and activities associated with each of these positions and a recommendation will be made as to whether the positions should remain sworn or be reclassified as civilian.

Recommendations for Civilianization

In summary, it is recommended that the following positions be reclassified from sworn position to civilian position:

- Inspector, Planning and Research (1)
- Inspector, Quality Assurance (1)
- Corporal (WSE), Health & Safety Coordinator (1)
- Constable, ViCLAS (1)
- Constable, Document Services (3)
- Constable, Youth Referral Coordinator (1)
- Constable, Information & Privacy (1)
- Constable, Crime Analysis Unit (4)
- Constable, District Analyst (4)
- Constable, Robbery/Assault Analyst (1)
- Constable, Statement Analysis (1)

Recommendation: That the VPD follow the implementation timeline identified in this report (Table 13) to reclassify the identified positions from sworn to civilian.

In addition, the general consensus of senior sworn managers and of the Deputy Chief Constables was that the False Alarm Reduction Program (FARP) should be transferred to the City of Vancouver. This would include the positions of False Alarm Reduction Coordinator and the four clerk typists, all currently civilian positions.

Recommendation: That the positions of False Alarm Reduction Coordinator and the four clerk typists be transferred to the City of Vancouver.

The Cost Implications

The current total cost (salary and benefits) for sworn members at the various rank levels, as of April 1st, 2006, are listed in Table 7.

TABLE 7 – SWORN MEMBERS COST AT VARIOUS RANK LEVELS

<u>Constable (1st class)</u>	Salary	\$70,002
	<u>Benefits</u>	<u>\$16,450</u>
	Total	<u>\$86,452</u>
<u>Sergeant (mid-level)</u>	Salary	\$87,501
	<u>Benefits</u>	<u>\$20,563</u>
	Total	<u>\$108,064</u>
<u>Inspector (mid-level)</u>	Salary	\$112,016
	<u>Benefits</u>	<u>\$26,324</u>
	Total	<u>\$138,339</u>

Note: Mid-level Sergeant earns 25% more than a 1st class constable.

Mid-level Inspector earns 60% more than a 1st class constable.

Benefits are calculated at 23.5% of salary.

Source: Human Resources Section, VPD.

The cost figures for the positions that have been reclassified from sworn positions to civilian positions are presented in Table 8. The total estimated savings of sworn and civilian positions are listed in Table 9.

TABLE 8 - CURRENT SWORN POSITION COST AND CIVILIAN COST

Sworn Positions Recommended for Civilianization							
Position	Sworn Cost			Civilian Cost			
	Salary	Benefits	Total	Salary	Benefits	Total	
1	Inspector, Planning & Research	112,016	26,324	138,339	85,888	16,319	102,206
2	Inspector, Quality Assurance	112,016	26,324	138,339	71,132	13,515	84,647
3	Corporal (WSE) Safety & Health	84,007	19,742	103,748	68,228	12,963	81,191
4	Constable, Robbery/Assault Analyst	70,002	16,450	86,452	46,952	8,921	55,873
5	Constable, Statement Analysis	70,002	16,450	86,452	55,371	10,521	65,892
6	Constable, ViCLAS	70,002	16,450	86,452	53,089	10,087	63,175
7	Constable, Document Services Unit	70,002	16,450	86,452	43,282	8,224	51,505
8	Constable, Document Services Unit	70,002	16,450	86,452	43,282	8,224	51,505
9	Constable, Document Services Unit	70,002	16,450	86,452	43,282	8,224	51,505
10	Constable, Youth Referral Coordinator	70,002	16,450	86,452	53,089	10,087	63,175
11	Constable, Information & Privacy Unit	70,002	16,450	86,452	48,925	9,296	58,220

Sworn Positions Recommended for Civilianization							
Position	Sworn Cost			Civilian Cost			
	Salary	Benefits	Total	Salary	Benefits	Total	
12	Constable, Crime Analysis Unit	70,002	16,450	86,452	48,925	9,296	58,220
13	Constable, Crime Analysis Unit	70,002	16,450	86,452	48,925	9,296	58,220
14	Constable, Crime Analysis Unit	70,002	16,450	86,452	48,925	9,296	58,220
15	Constable, Crime Analysis Unit	70,002	16,450	86,452	48,925	9,296	58,220
16	Constable, District 1 Analyst	70,002	16,450	86,452	46,952	8,921	55,873
17	Constable, District 2 Analyst	70,002	16,450	86,452	46,952	8,921	55,873
18	Constable, District 3 Analyst	70,002	16,450	86,452	46,952	8,921	55,873
19	Constable, District 4 Analyst	70,002	16,450	86,452	46,952	8,921	55,873
Total	19 Positions	1,428,070	335,596	1,763,667	996,026	189,245	1,185,271

TABLE 9 – ESTIMATED SAVINGS SWORN AND CIVILIAN POSITIONS

	Total Salary \$	Total Benefits \$	Total Cost \$
Sworn	1,428,070	335,596	1,763,667
Civilian	996,026	189,245	1,185,271
Savings	432,044	146,351	578,396

The total estimated savings to be realized by reclassifying the 19 sworn positions as civilian positions will be **\$578,396**. This figure does not include any savings from overtime associated with these positions. It is likely, however, that given the specific positions that are being civilianized, the overtime savings will accrue primarily with respect to Statutory Holidays. However, these particular positions are not the types of positions that generally generate overtime expenditures for other reasons.

Organizational and Operational Implications

As noted in the review of the literature on civilianization, there are a myriad of potential benefits, other than cost savings, that are associated with increasing the number of specially-trained civilians in a police department. Decisions to civilianize current sworn positions in the VPD must be guided by the experience of other police departments, as any assessment of future cost savings, increases in productivity, and overall enhancements of the organizational and operational activities of the Department will require evaluation at a future date.

Proposed VPD Civilianization Policy

The Project Team recommends that the Vancouver Police Department develop a policy on civilianization to be used in assessing new and future positions in the Department. The International Association of Chiefs of Police (IACP) has a Model Policy on Civilianization that the Department can be used as the basis of a civilianization policy (see Appendix K). The IACP Model Policy sets out the purpose, policy, and procedures for agencies that are committed to hiring and using civilian personnel. The policy includes procedures for classifying positions, determining authorized duties, applicant screening, employee identification, training, performance appraisals, and the use of volunteer s. Within the framework provided by the IACP policy, the same three criteria that were used in the present study to assess sworn and civilian positions can be used to classify a position as sworn or civilian.

Recommendation: That the Vancouver Police Department adopt the International Association of Chiefs of Police (IACP) Model Policy on Civilianization (See Appendix K).

Recommendation: That the written policy on civilianization developed by the Vancouver Police Department include the following three criteria to be used in determining whether a position should be classified as sworn or civilian: 1) does the position require law enforcement powers; 2) does the position require the skills, training, experience or credibility of a sworn police officer; and, 3) can the requirements of the position be filled by a specially trained civilian.

Secondments

As of January 3, 2006, the Vancouver Police Department had 74 police officers seconded to specialized units throughout the Lower Mainland. These positions are funded outside the regular operating budget of the VPD (usually by provincial or federal sources) and are not included in the authorized strength of the

Department. The specific areas to which the officers have been seconded are set out in Table 10.

TABLE 10 - VPD SECONDMENTS AS OF JANUARY 3, 2006

Secondments	Number of VPD Officers Seconded
Combined Forces Special Enforcement Unit (CFSEU)	15
Integrated Gang Task Force (IGTF)	16
Project Evenhanded (Missing Women’s Task Force)	14
Justice Institute of British Columbia (JIBC)	9
Vancouver 2010 Integrated Security Unit (Olympics)	4
Provincial Witness Protection Unit	2
Integrated Sexual Predator Observation Team (ISPOT)	2
Criminal Intelligence Service of British Columbia (CISBC)	2
Integrated National Security Enforcement Team (INSET)	1
National Weapons Enforcement Support Team (NWEST)	1
Vancouver Police Union (VPU)	1
Provincial Unsolved Homicide Unit	1
Integrated Proceeds of Crime Unit (IPOC)	1
Auto Theft Task Force (ATTF)	1
Provincial Use of Force Coordinator	1
Provincial Hate Crime Team	1
Vancouver Coastal Health Authority (Urgent Response Centre)	1
Waterfront Joint Forces Operation	1
Total Number of Seconded Officers	74

Secondments to Joint Forces Operations (JFOs) are a very effective way to address with regional, provincial and national policing issues that affect Vancouver. This collaborative approach allows for a combined effort towards complex policing issues such as organized crime, which are difficult for individual police agencies to combat alone. This has become a standardized practice amongst police agencies from all three levels of government throughout Canada and the U.S.

The advantage for the VPD is that secondments allow the Department to contribute police officers to JFOs that address high-level crime problems at no monetary cost. Secondments also allow VPD officers to gain experience in specialized areas of policing they can one day bring back to the Department.

However, there can also be disadvantages to secondments. When the Department is asked to contribute experienced investigators to new JFOs, this can cause a knowledge drain within the Department. In addition, there is currently no tenure policy for secondments. Without a tenure policy, a situation may develop where the secondment positions are occupied by a number of highly trained investigators who are not rotating back to the VPD in a timely manner with their wealth of knowledge.

Recommendation: The VPD should develop a tenure policy for secondments and ensure that tenure is included within the Memorandum of Understandings (MOUs) between the VPD and the various agencies to which VPD members are seconded.

It should be noted that the Human Resources Section of the VPD was developing a tenure policy for secondments while the Civilianization Study was in progress. This policy for secondments has recently been completed and implemented. The tenure for all police officers on secondment is now four years and this information will be included in all future MOUs.

Accommodated Positions

Members of the VPD are accommodated when their assigned position requires duties that they are not able to effectively or safely perform. Accommodation occurs most frequently when members are assigned to operational duties. The employee is usually re-assigned to a non-operational position. Officers may also be assigned to an investigative unit or remain in an operational area performing "light duties" that may include a special project or research. The Employee Services Sergeant is responsible for identifying the most appropriate accommodated position in each case. This involves consideration of organizational needs at the time and includes discussions with the employee's Manager. The result is the employee is reassigned within the same Section or Division, or to another area of the Department. The Employee Services Sergeant is also responsible for follow-up with all accommodated employees on a regular basis. This follow-up is used to determine if accommodation is still required.

The VPD must attempt to accommodate sworn officers who, for a wide variety of reasons, may be placed in a position that could be filled by a specially trained civilian. This raises the issue as to whether positions that would otherwise most appropriately be classified to be filled by a specially trained civilian should, nevertheless, be held open for sworn members on accommodated status.

Schedule C, Paragraph E of the *2003-2006 Collective Agreement Between the Vancouver Police Board and the Vancouver Police Union*, entitled "Members with Limited Ability", states that, "It is the policy of the Police Board to endeavour to place in work more suited to their abilities such members who, through ill health, are unable to perform the duties assigned to them, it being understood that no assurance is given that such members can always be so placed" (Vancouver Police Union, 2003:5).

Accommodated positions are defined in the Disability/Absenteeism Management Program operated by the VPD Human Resources Section (2000):

An accommodation is a modification made to a job or job task that allows the employee to perform the essential job duties associated with the position while permitting the Department to maintain safety and productivity standards. A modification may take the form of eliminating or rearranging duties, adjusting work schedules or providing special tools. The employee may be assigned to work or placed on a graduated return to work program. Such positions are not specifically reserved for light duty and may be filled as regular assignments based on the needs of the Department. Notwithstanding schedule review of the member's recovery, each accommodated position will be subject to a review after 6 months.

These materials indicate that, while it is the policy of the Police Board to "endeavour" to place light duty officers in accommodated positions, there is no contractual responsibility of the Board to do so. Further, the above-noted definition of accommodated positions includes the proviso that there are no positions in the Department that are specifically designated as, or reserved for, accommodated officers. That said, the Department must have a place to situate accommodated officers and, ideally, these positions are not of the "make work" variety, but contribute to the overall activities and performance of the Department. Labour law also requires accommodation unless it would create an undue hardship for the employer. In an organization as large as the VPD it would be unlikely to ever show undue hardship for the employer.

The Issues Surrounding Accommodation

The Manager, Employee Health and Safety for the City of Vancouver and the Director of the Equal Employment Opportunity Program, City of Vancouver were interviewed concerning accommodation of employees at the City of Vancouver. Both indicated that the accommodation of employees has recently become one of the most topical Human Resource issues. This has been due, in part, to several recent (and significant) legal decisions relating to the duty to

accommodate and the responsibilities of various key individuals. They provided information from the City of Vancouver's internal website relating to accommodation. This included policy, team responsibilities, accommodation procedure, circle of accommodation, and frequently asked questions. These are included in Appendix L.

Current Levels of Accommodation in the VPD

The number of sworn officers who are accommodated has remained relatively constant over the past five years. As of January 19th, 2006 the VPD had 34 accommodated employees. Reasons for accommodation included pregnancy, injury, and illness (both physical and psychological). Accommodated members are often assigned to the following units: Anti-Fencing Unit, Criminal Triage Investigative Unit, Crime Analysis Unit, and Telephone Response Team.

As of January 2006, accommodated employees were assigned to a variety of units including the following:

- Anti-Fencing Unit (2 employees)
- Criminal Triage Investigative Unit (6 employees)
- Crime Analysis Unit (1 employee)
- Telephone Response Team (5 employees)
- City-Wide Enforcement Team (1 employee)
- Sexual Offence Squad (2 employees)
- Property Crime Unit (1 employee)
- Emergency Operational & Planning Unit (1 employee)
- General Investigation Unit (1 employee)
- Hit & Run Unit (1 employee)
- Criminal Intelligence Section (1 employee)
- Operations Division – Administration (5 employees)
- School Liaison Unit (1 employee)

The VPD has transitioned from a senior workforce into a junior workforce over the past several years. The Department has hired over 500 new constables, mostly through attrition, since the year 2000 and lost 139 senior officers to retirement in 2003 alone. Accommodation can be cyclical depending on the changing demographics of the Department. The number of accommodated employees is relatively low at this point in history due to the young workforce. An emerging trend will be the need to find short-term accommodation for pregnant officers. There were less than 50 police women in the VPD in the 1980s and there are currently 266 as of February, 2006.

Accommodated Positions and Civilianization

It is the view of the Project Team that civilianization and accommodation, while potentially having an impact on one another, should be considered separately. To this end, questions about accommodation were not included in the decision making tree; however, respondents were asked about current or potential accommodated positions within their span of control.

An oft-expressed concern is that increasing the number of civilian positions in the Department will hinder efforts to accommodate light-duty sworn members. There is also a concern that accommodative positions not be merely "make work" positions. However, there is no evidence to suggest that the Department has had difficulty in providing accommodative positions to date. As well, not all of the positions that have been identified as being more appropriately classified as civilian have been used as accommodative positions. Further, a review of the policing literature provides no evidence that increasing civilianization in police departments has prevented, or hindered, the accommodation of light-duty officers. It is noted that officers who are being accommodated are being paid their usual salary and that most accommodated positions are for the short term rather than the long term.

The VPD is a sufficiently large and diverse organization that there will always be opportunities to place accommodated officers. This is evidenced by the VPD's

ongoing participation in a local university's Field Practice program, wherein senior level students (often up to five at a time) complete full-time, semester-long placements in the Department. These students participate in a variety of projects and initiatives, any number of which would be suitable for an accommodated officer. The VPD would always retain the ability to temporarily fill a civilian position with an accommodated sworn officer should the need arise.

Survey of Accommodation in Selected Canadian Police Services

Several Canadian police services were surveyed to determine the strategies used to accommodate sworn officers. The results of this telephone survey are presented in Appendix M. A review of the table indicates that none of the departments surveyed have a formal policy on accommodation although various arrangements are made to ensure that light-duty officers have a position.

Recommendation: The VPD should consolidate all of its current policies on accommodation into one formal policy that would include, among other components, the procedure for assigning an officer to an accommodated position and provisions for periodic review.

Recommendation: In developing a policy on accommodation, the VPD should be guided by best practices in other police departments as well as by the accommodation policies and procedures of the City of Vancouver and other best practice municipalities in North America.

Developmental Positions

The issue of developmental positions is often raised in discussions about civilianization. Concerns are expressed that the civilianization of positions will reduce the number of opportunities for sworn members and limit the ability of the senior management to use certain positions for developmental purposes. A review of the policing literature, however, does not suggest that departments that have converted sworn positions to civilian positions have experienced any undue difficulties maintaining an active developmental program.

Developmental Positions in the VPD

There is, within police departments, the need to have positions that can be utilized for career development. In the Vancouver Police Department, the Planning and Research Section and the Human Resources Section are two areas that have been consistently used for developmental purposes. These two areas, along with the Recruiting Section, were identified as areas that could be used for developmental positions by the sworn officers and civilians interviewed in the context of the civilianization study.

As previously noted, civilianization is often viewed as limiting the number of positions that are available for sworn officers and this, in turn, is seen as compromising the Department's ability to assist officers in their career development. It is possible, however, for a police department to maintain an active program of developmental positions within the framework of civilianization. The experience of other North American police departments has been that civilianization does not compromise the ability to maintain an active officer development program. Officer development is contingent upon the career paths of individual officers and, as such, the specific positions that a sworn officer may be placed in, and the length of time in the position, will vary. In a large police organization, there will be many opportunities for sworn members to work in

concert with civilians, an experience that will enhance, rather than detract from, career development.

Survey of Developmental Positions in Selected Canadian Police Departments

Telephone interviews were conducted with senior human resource managers in nine major Canadian police departments (see Appendix N) to determine which positions in their organization are considered developmental positions. Although none of the departments surveyed have a formal policy on developmental positions, most employ informal development requirements: one agency requires investigative experience for promotion to Staff Sergeant in an investigative unit; one has a patrol supervisory experience requirement for promotion to Staff Sergeant; in another the Chief's Executive Officer position has evolved as a grooming position for the Deputy Chief Position.

Representatives from all of the police departments surveyed indicated that human resources personnel are available to assist officers in identifying and meeting developmental requirements and those supervisors and managers are encouraged to work with their members to develop career goals and plans. Personal and career development, however, is generally self-directed. There was general agreement among those surveyed that, in the absence of a defined organizational policy or career tracking/mapping mechanism, career planning and development choices can yield haphazard, inconsistent results. To that end, several agencies have, or are in the process of defining required competencies for all positions within the organization to enable them to more effectively link performance management, personal development plans and career planning. Defining which positions can be developmental for promotion or lateral movement in the organization is seen as an additional benefit of completing this process.

The Ontario Provincial Police is perhaps most advanced police service in this area. Members are encouraged to work with divisional advisors to identify interests, career targets and goals early in their careers. They are coached in the development of a career plan and preparation of a resume that links their experience with job descriptions and requirements. Personal development plans are built based on gaps identified in cooperation with their supervisor and advisor. Career plans, held in the individual officer's personnel file, are updated regularly, and are submitted with resumes and job applications.

Four of the police services surveyed have, or are in the process of developing, succession plans for senior officers. One agency indicated that they will be developing succession plans for the Sergeant and Staff Sergeant ranks in the near future.

Recommendation: The VPD should develop a written policy on developmental positions. This would identify the objectives of developmental positions and identify potential areas of placement throughout the Department.

Opportunities for Shared Services Between the VPD and the City of Vancouver

The *Review of the Vancouver Police Department's Staffing Requirements* (Griffiths, et al., 2005) recommended that the VPD explore the potential for shared services with the City of Vancouver in order to reduce costs and increase efficiency. The issue of shared services is peripherally related to civilianization, as the persons in the VPD who are, or would be, involved in such arrangements are generally civilians. Shared services are most often considered in the context of discussions regarding staffing levels and operational costs.

A telephone survey was conducted of several Canadian police departments regarding shared service arrangements (see Appendix O). The results of this survey indicate that, among the police departments surveyed, there are only limited shared service arrangements. Some departments (i.e. the Toronto Police

Service), appear to have no shared service arrangements. There is an opportunity for the VPD to be considered a best practice police department in terms of shared services.

There are currently a number of shared services, including Facilities, Stores, Purchasing, Information Technology and the VPD fleet. There is, for example, an embedded City of Vancouver employee who is responsible for all of the covert (unmarked) vehicles operated by the VPD. Table 11 illustrates the shared services opportunities.

TABLE 11 – SHARED SERVICES OPPORTUNITIES

Section	Shared Opportunity	Implementation Stage
Building Maintenance & Facilities	Yes	Already implemented.
Information Technology	Yes	Already implemented.
Fleet	Yes	Already implemented.
Purchasing and Stores	Yes	Already implemented for standard purchasing. Other potential opportunities identified include using Corporate Purchasing staff to order specialized equipment as well as to work with the City initiative of Supply Chain Management (SCM).
Account Payable	Yes	Dovetail with City initiative.
Payroll	Yes	2006 – Review business case, processes. Recommend a working group be established.
False Alarm (FARP)	Yes	Review processes – Licenses & Inspections. Recommend to transfer to COV.
311 Call Centre	Yes	Part of City project review.
Communications	Min	Better information exchange.
Human Resources	Min	Continue on-going info exchange

Section	Shared Opportunity		Implementation Stage
Information and Privacy	No	N/A	

Interviews with VPD and City of Vancouver Personnel

Interviews were conducted with sworn and civilian members of the VPD as well as with City of Vancouver personnel (See Appendix P). Respondents were queried on a number of issues, including the current arrangements for shared services between the VPD and the City of Vancouver, potential areas where shared services arrangements might be developed in the future. As well, respondents were asked to identify the potential obstacles to increasing the shared service arrangements between the VPD and the City of Vancouver and how such obstacles could be addressed and overcome.

Progress in Establishing Shared Services

Information provided by respondents on the nature and extent of shared services indicates that, during the past several years and during the last 12 to 18 months in particular, considerable progress has been made in this area. The author of a comprehensive study of shared services among departments in the City of Vancouver expressed general satisfaction with the efforts of the VPD in exploring and establishing shared services and in the progress to date. A number of service agreements are in place. The pace of progress in other areas, however, depends upon the specific issue under consideration. Further, there are at the present time plans to extend service sharing to a variety of other areas.

The general view of a number of City of Vancouver personnel was that the positive change in the nature of the working relationship between the City and the VPD was due to a more open and forward-looking approach taken by the

new generation of leadership within the VPD. The point was made by a number of the City of Vancouver respondents that there are very few obstacles that cannot be constructively addressed or resolved as long as there remained the willingness to share a common objective to do so. The General Manager of Human Resources for the City of Vancouver, for example, indicated that three or four years ago, the relationship between VPD and the COV was poor. However, it has improved significantly since that time with the current VPD Executive. In some instances, organizational cultures and individual personalities were cited as having presented challenges to productive discussions about, and the implementation of, mutually-beneficial shared service arrangements.

Senior management at the VPD and the City of Vancouver are committed to implementing shared services wherever there is a demonstrated overall benefit. This commitment is currently demonstrated with shared services agreements in the VPD Fleet, Facilities, Stores and Information Technology Sections.

Following is an examination of shared service arrangements, or the absence thereof, for a number of key components of the VPD.

False Alarm Reduction Program (FARP)

As mentioned previously, the general consensus of senior sworn managers and of the Deputy Chief Constables was that the False Alarm Reduction Program should be transferred to the City of Vancouver. This would include the positions of False Alarm Reduction Coordinator and the four clerk typists, all currently civilian positions.

To determine the issues surrounding the transfer of FARP from the VPD to the COV, an interview was conducted with the Chief License Inspector/Co-Director of Licenses and Inspections in the City of Vancouver Licenses and Inspections (L&I) Department. The Director was queried about the issues that will have to be addressed in any move to transfer the FARP office to the COV.

In the view of the Director, from an operations point of view it makes sense to link FARP with the City system. FARP has some of the same information as Licensing and Inspections including addresses and business owner names. There is already considerable cross-over between L&I and FARP as FARP requires alarm contractor and alarm permit verification.

The Director noted that the current arrangements affect the level of customer service. The FARP office is in an odd location. Customers must be sent "off-campus" for service even though many customers are also seeking a business license or a permit. His view is that the false alarm information should be on the City system to facilitate information sharing. Efforts are underway to integrate the two systems. For example, FARP's revenue is already tracked through the City's budget process. FARP is currently looking at their business practices and the potential for additional revenue. Business process will be reviewed as part of the system change process.

There are a number of issues that will need to be addressed. The Department of Licensing and Inspections is currently involved in a project with FARP to install a new software system which is currently being used by L&I to replace FARP's antiquated system. A contractor has been hired, staff training has started and the installation is scheduled to commence in the next month or so and to be completed in early 2006. This project is being managed by FARP with L&I in an advisory role.

There will be a logistics and space issues if FARP is moved under the COV. There will also be a need to look at work load. Currently, the Licensing and Inspections department has 12 full-time staff and hires temporary staff for the busy licensing season, which runs between December and March. If the two are amalgamated, this would assist L&I to meet workload demands.

There are other efficiencies that can be gained by an amalgamation. Currently, information on emergency contacts for businesses is sent to the VPD which is then entered into a file. That information should be stored on the actual business license so that it can be located in one place.

There are a number of decisions that need to be taken as soon as possible. This includes putting a hold on the installation of the new software system in FARP. As well, there will be a need to look at resources and the specifics involved in moving the office to COV, including space issues at COV.

There is also a systems support issue. Currently, FARP is supported by VPD IT. If FARP is transferred to COV this would require additional IT resources. There will also be a need to explore links to VPD and ECOMM and to integrate the information that is gathered. As well, the issues surrounding security will need to be reviewed, as staff will have access to VPD call information.

When the decision is taken to integrate FARP into COV operations, the Director estimates that the transition could be completed by November, 2006. There is a window of opportunity during the summer months when L&I does its updating.

Recommendation: That the positions of False Alarm Reduction Coordinator and the four clerk typists be transferred to the City of Vancouver and a transition plan be prepared to effect this change by the end of 2006.

Facilities Section

All activities related to facility maintenance for the VPD is centralized and is managed by the City. There was no indication from the persons interviewed at the City that there are further shared services arrangements required in this area.

There is an Inspector in charge of facility-related issues at the VPD. This work includes new facility development and existing facilities.

The Inspector works with the City of Vancouver Facility Design and Management Department to identify and develop the VPD's new facility needs and to identify other needs regarding current VPD facilities that will require transition funding from the Capital Plan Process which occurs every three years. He also represented the Department on the Staff Review Group which is a group of managers from the various City departments who discuss all the Capital Plan submissions, prioritize them, and determine what will be funded.

The most recent Capital Plan process occurred in 2005 for the funding for 2006-2008. The VPD received \$20 million for a new property office, dog kennel and \$1.3 million in transition funding. The Inspector is also responsible for the management of these projects from the VPD side, although construction is handled by the City. He is also responsible for the management of the new range project which has funding from a previous Capital Plan.

The Inspector's duties include managing the Property Office facility and the transitioning needed to prepare for the move to the new facility in 2008. The Property Office is responsible for the safe storage and control of all evidence and property coming into the VPD. There is a considerable amount of work that will be needed to prepare for the move and to develop best practices in an operation that has been neglected for many years.

The Inspector is also responsible for all the day to day facility needs at all VPD buildings. This includes the ordering of new desks, coordinating moves of various sections within VPD buildings, ergonomic upgrades and renovations. Requests are constant and go from minor to major work. The Inspector works with City maintenance people who are responsible for the maintenance of all VPD buildings.

The Inspector currently doing this job is there on a temporary basis due to the ongoing facilities project work which requires the skills, training and experience of a sworn police officer. He is actually assigned to the fifth Car 10 Duty Officer position. The Department does not plan on keeping an Inspector in this role for the long-term and is doing so for the purposes of the project work only. It should be noted that there is no authorized facilities position within the VPD (either sworn or civilian).

The day to day facilities work was previously supervised by a specially trained civilian and could, once again, be carried out by a civilian who would report to the Director of Facility Design and Management. However, since this position does not currently exist at the VPD there is no position to enter into a shared service arrangement with the City.

Information Technology

An Independent Review of the VPD Information Technology Section completed in 2004 noted that this section was considerably under-staffed and unable to meet some of the VPD's requirements. A number of recommendations were made, including that additional positions be authorized for the IT section. The review also identified some services that could be shared with the City of Vancouver and set out a method as to how this could be accomplished.

One of the recommendations made in the review was that the VPD IT Help Desk be transferred to the City both in terms of the position and function. All VPD computer help enquiries are now being handled by a pool of experts at the City of Vancouver. The general consensus among the respondents was that this has resulted in an improvement in the quality of service and there is a positive view of this arrangement among VPD personnel who were interviewed.

A point made by several of the VPD personnel who were interviewed was that the extent to which IT services can be shared between the VPD and the City is limited. Some of these limitations are legal in nature and are governed by the BC Police Act.

The IT Review also made a number of recommendations to increase the rationalization of service between the VPD and E-Comm. Currently, the VPD has a data-sharing arrangement with E-Comm whereby the Computer-Aided Dispatch (CAD) data are downloaded to the VPD on a weekly basis and the Records Management System (RMS) data are downloaded to the Department on a daily basis. This remedies a situation that was commented on in the Staffing Review (Griffiths, et al., 2005) whereby the VPD did not have ready access to its own data. This arrangement is a significant development in terms of building organizational capacity in the VPD.

The VPD and City respondents expressed general satisfaction with the current shared services with respect to IT and indicated that there were no plans at the present time to explore further shared services opportunities in this area.

Information and Privacy Unit

VPD and City staff who were interviewed expressed similar concerns about the potential for developing shared services for information and privacy functions.

The City of Vancouver and the VPD are separate legal entities, and therefore, for the purposes of responding to enquiries under the *Freedom of Information Act*, each should maintain separate staff for information and privacy matters in order to avoid any conflict of interest and to ensure the maintenance of confidentiality. Responding to enquiries under the Act for both organizations cannot and perhaps should not be performed by any one organization as it might raise legal and ethical questions. Further, separate files and electronic data would have to be strictly maintained, the cost of which may offset any benefits from a shared service. In the view of the VPD and City personnel interviewed, there are no advantages to any shared services at this time.

Public Affairs and Marketing

The VPD maintains an active public affairs and marketing program. The Director of the section is a civilian with extensive media expertise. Among other activities, the VPD conducts daily press briefings and issues press releases. The VPD Public Affairs and Marketing Section is a well-developed, mixed team model composed of civilian and sworn members. In the view of the respondents who were interviewed, there was not currently any benefit to, or potential, to develop shared services in this area. The VPD and the City do participate in city-wide emergency/major disaster situation coordination via E-Comm. There are no other collaborative or cost-sharing initiatives.

That said, there are some distinct possibilities for greater sharing and coordination of information and public announcements for more effective service

to the community. During the recent VPD public campaign on crime prevention launched recently, there was no attempt to contact the City either to alert them of this new campaign or to ask whether the City's public information boards could be used to assist the campaign. Although not strictly within the purview of shared services, greater collaboration on public information and messaging would certainly have advantages and greater efforts at coordination should be made in this regard. Another example of possible collaboration cited by several of the respondents was the potential cost-saving benefits in the area of media monitoring services. The City purchases media monitoring licences in blocks of 50 licences and could share the cost of these with the VPD if the Department also paid and utilised the media monitoring service.

311 Call Centre

The 311 Call Centre is a new initiative currently being explored and is modelled on similar systems in Calgary and Chicago. It is designed to deal with non-emergency calls and to improve public access to all municipal service information. Discussions are currently being held between the City of Vancouver, VPD and E-Comm regarding implementation of a 311 Call Centre for Vancouver. It is anticipated that the new system would allow members of the public to call one number at which specially trained personnel would ensure that the requests for information are dealt with efficiently and callers can be given the information directly or be transferred to the right person in the appropriate department. It would not only centralize all enquiries but also greatly enhance the current system of public access to information.

The potential for the 311 system to be a shared service between the VPD and the City is currently being explored. The Inspector in charge of the Communications Section stated that two of the three civilians currently working as VPD switchboard telephone operators could potentially be transferred to the City as 311 operators.

Recommendation: That the VPD continue to support the 311 Call Centre

initiative and the opportunity for shared services with the switchboard telephone operators.

Fleet Services Section

The position of Manager, Fleet Services Section, was civilianized in 1994 and is currently staffed by a Sergeant on an interim basis. All VPD vehicles are being maintained by the City except those associated with covert and top secret operations. The City handles all procurements, outfitting, servicing, maintenance, and decommissioning of all non-covert vehicles. The current VPD fleet manager is a sworn officer reporting to an Inspector, and acts as the liaison with the City. An embedded City employee works within the VPD fleet handling the covert vehicles and their maintenance. Although this staff member liaises with the City, no detail concerning those vehicles is divulged. In addition, the City of Vancouver Radio Shop is responsible for the installation and maintenance of the police radios.

Having a VPD fleet manager is viewed as important and necessary. That manager is required not only to understand and the operational aspects of police work (in so far as they relate to police vehicles) but also to understand the area of competitive bidding and the relevant legislation and technicalities involved in the purchasing process.

The Fleet is an existing shared service between the VPD and the City that is working very well.

Finance

The Director of Financial Services at VPD indicated that there appear to be limited opportunities for additional shared services in this area or to integrate financial services between the VPD and the City. The question posed by the Director was whether there were any benefits of re-locating financial personnel from the VPD to the City, either in terms of cost savings or efficiency. Given the number of VPD sworn and civilian personnel, there are arguments to be made

that having financial personnel on site and accessible to sworn members and civilian employees is more efficient than if those same services were relocated. There are also benefits of the VPD having its own financial analysts, as on-site staff are essential to ensure the quality of service and there are also issues of confidentiality and security of information.

At the present time, the Finance Section feeds information into the "Systems, Applications and Products" (SAP) system and the cheques are issued by the City. All payments are integrated into SAP. As well, there are shared services in the purchasing area and this works well. Stores is also a shared service area and appears to be working well.

Accounts Payable

The Manager of Accounting Services for the COV was interviewed with respect to shared service opportunities. She stated that, several years ago, the City of Vancouver decentralized the Accounts Payable function. The result was that City departments, including the VPD, established their own systems of purchasing and invoicing. This resulted in a situation where the COV received invoices from a number of different sources (over 300) and was not able to easily relate many of the invoices to the purchase orders and received goods. There is a concern that decentralization has apparently gone too far and that there is now a need to reverse the process city-wide. To this end, she noted that the COV is now proposing to begin discussions with the various City departments to alter the Accounts Payable system with the objective of creating a more centralized system. In her view, shared services in the Accounts Payable area is about the process of centralizing functions.

The Manager of Accounting Services identified two particular areas of concern to the City with regard to the VPD's current system of accounting: travel reimbursements and the large amounts of cash that are being processed by the VPD. The City's own system of travel reimbursement is onerous and there are strict requirements that have to be followed. The VPD accounts for approximately

48% of the City's travel and training budget and the actual forms are sent to Corporate Accounts Payable for input. The Travel and Training Clerk handles the administrative functions and, in her view, it is not likely that this position could be relocated centrally. There are, however, opportunities to streamline the process. In her view, these two areas require the attention of the VPD.

The Director of Financial Services for the VPD noted that the cash referred to by the Manager of Accounting Services is strictly for specialized police operations and is not used in any day-to-day transactions. Most transactions involving police officers are dealt with by means of check with the exception of a small amount of petty cash. In addition, the travel process for VPD members has changed in the past year and officers are now required to submit pre-travel and post-travel documentation.

The COV will be proposing a central system for purchase orders, goods receipts, invoices, and payment information. This is part of the City's Materials Management and Supply Chain Management Projects. The City is planning to engage with various departments (including the VPD) on a one-to-one basis so as to align all of these functions. To date, the City has not yet approached any department formally, although there is a draft proposal that has been prepared by the City which outlines proposed changes in Accounts Payable. The Manager of Accounting Services was uncertain as to the status of this proposal, but did know that it has not yet been shared with the VPD or any other City department. Further, the City has not yet undertaken to implement changes on a city-wide basis in the Accounts Payable process.

In the view of the Manager of Accounting Services, there are a number of potential benefits to exploring with City departments shared services in the Accounts Payable area. In her view, ideally this would involve a broadening of the use of Purchase Orders in the field and maintaining the Goods Receipt function at the departmental level. The primary benefit to be gained from moving the Invoice Receipt to a shared services group would be a standardized process for invoice payment which, in turn, would provide increased timeliness. An added

benefit would be that all invoices are processed and filed in one central location so that inquiries from suppliers can be better handled.

There are currently 1.44 Full-Time Equivalent (FTE) positions in the VPD dealing with accounts payable. The VPD Director of Financial Services stated that this includes one full-time Accounts Payable Clerk and a Travel and Training Clerk who deals with accounts payable as part of her duties. This is not viewed by the VPD as an appropriate area for shared services. There are a small number of employees dedicated to this task who service a large number of staff.

Once the COV formalizes their proposal to review Accounts Payable City-wide, the VPD will participate along with other City departments in examining shared services opportunities for Accounts Payable.

Purchasing and Stores

The Vancouver Police Department *Core Services Review* (Meeres and Eely, 2002) recommended that the Stores Section remain decentralized and within the VPD. Since that time, however, the Stores Section has been centralized under the supervision of a part-time City employee and, by all accounts, is working quite effectively and efficiently. Effective March 2005, the City of Vancouver took over the management of the VPD's Stores under a six month service level agreement which has been extended for another 12 months. A City employee currently, on a part-time basis, supervises two staff members within the VPD Stores Section. The current arrangement appears to be working well and relatively efficiently. There may be a need for an additional staff member with VPD Stores to reduce the non-supervisory tasks of the City supervisor.

In the last 3-4 years, significant inroads and gains have been made to increase the efficiency of central purchasing and stores. This was cited by a number of VPD and City respondents as a success story in shared services. Tagging, the inventory database management and maintenance, warehousing, and equipment purchasing have been further streamlined since early 2005.

As well, respondents indicated that the current system of Supply Chain Management was working well and a considerable amount of effort has been put into developing an efficient purchasing policy for the City of Vancouver. Developing shared purchasing with VPD must therefore be seen in the context of other City departments such as Fire Service, Parks and the Library. A number of City respondents indicated that greater overall progress had been made with the VPD in this realm than with other City departments.

The purchase of specialized equipment, including firearms and uniforms, are two areas where the VPD still functions autonomously. It is unlikely that the City would become involved in purchasing firearms for the VPD, as there is no resident expertise at the City to make informed decisions on firearms. There have been some attempts to develop shared purchasing of specialized equipment. The City does manage a central contract that includes uniform cleaning for the VPD.

In the future, it is anticipated that the VPD Stores Section will be moved back to the Finance Department where it was previously located. This move is being viewed as a further step towards greater efficiency and alignment of shared services with the City. Any obstacles that existed to prevent that efficiency previously are now viewed as historical and not insurmountable.

Purchasing has certainly been a key area of shared services and has shown to have improved the efficiency and level of service. The City of Vancouver now administers all the contract services for consultants for the VPD and processes the contracts centrally, ensuring consistency with the City's other contracts and departments. It also allows for common contracts to be shared and economies of scale to be gained (e.g. common contract with photocopying companies, corporate travel services).

The purchase of ammunition and other police equipment remains within the purview of the VPD. In this regard, in November 2004, the City Management Team (CMT) approved the Strategic Supply Chain Model (SSCM) which has formed the basis of seeking common contracts for all City departments including

the VPD. Progress of the SSC M, by all accounts, certainly appears to be going well and the obstacles can be categorized primarily as change management issues. The underlying goal of the SSCM is securing best value – economically, environmentally and in terms of sustainability – and not just in terms of price. The City has hired two well-qualified buyers and it is anticipated that additional staff may be required to manage the database. This helps avoid any perception that the VPD or any other municipal department favours one particular supplier.

Payroll

Payroll is perhaps the most contentious area in terms of shared service discussions and the area in which the least amount of progress has been made. Over the past several years, there have been suggestions that the VPD agree to a centralized model of payroll within the City. In response, the VPD has cited multiple collective agreements, security, and quality of service issues as the primary obstacles to a more centralized model for payroll.

Several of the COV staff interviewed stated that, in the past, there was a definite “them and us” dynamic surrounding discussions about payroll. Individual personalities on both the City side and VPD side also played a role in creating this type of atmosphere and hindering the development of a collective vision. However, it was noted that the confrontational approach has subsided in recent times as evidenced by the progress made by the VPD and the City in working through differences and difficulties to achieve shared service agreements in other areas. There was optimism that the issues surrounding the potential for shared services in the area of payroll could be worked out.

The Manager of Accounting Services for the COV noted that the payroll system for the COV is currently centralized within the City’s Payroll department. The COV handles the City departments’ entire biweekly payroll. There are, however, several functions relating to VPD’s Payroll that still remain within the VPD Payroll department. This is also the case with the Vancouver Fire and Rescue Service. These include the addition of new hires, pay rate including promotion-related pay

rate changes, temporary reassignments, WCB claims, ICBC wage-loss claims, and termination, among others. The Manager of Accounting Services indicated that it was these functions that the COV would like to see transferred to the COV's Payroll department although, in her view, the transfer would not have to involve the actual relocation of payroll staff from the VPD to the COV as different models of service delivery could be considered. The COV would, however, like to see the reporting structure altered such that VPD Payroll staff report functionally to the COV's Payroll department.

The Manager of Accounting Services for the COV also indicated that the City would like the VPD to make greater use of the Electronic Staff Action Forms System, which is already in use within the City and which feeds into the master payroll file system. The primary issues within the current system are the absence of common standards and quality of service issues. The Manager of Accounting Services also noted that 75% of what is usually referred to as a "payroll issues" are not, in fact, payroll issues. Rather, most often these are "time entry" issues, e.g. missed hours, holiday time, overtime not entered, shift premium, etc.) These issues are the responsibility of the direct supervisor and time entry staff and are best handled/resolved at that level. The COV has encouraged departments to centralize their time entry staff within their business units and to ensure that staff has the requisite training and expertise.

In her view, this is a separate, but related, function that should remain within the VPD. However, she would recommend that there be a smaller, more specialized group of time entry staff who perform this function to ensure uniformity, accuracy, and consistency. If time entry is done correctly, then the remainder of the payroll-related functions can be done at a central location. Any queries on payroll that are related to time entry can then be answered by the time entry staff who are on location.

It was the view of the COV Manager of Accounting Services that payroll queries and problems can be minimized by streamlining the time entry function and by centralizing the payroll function within the COV. However, altering payroll

functions should not be undertaken without also examining the overall efficiency in time entry functions as well as overtime payment policies. Centralizing all payroll functions does not necessarily mean that payroll related queries will decrease. Payment for overtime should generally take place within the same period that the overtime work was done and should not be accumulated and paid in a very large sum at a much later date. In her view, this practice interferes with financial planning processes and makes it more difficult to keep track of budgets and expenditures. Such policies should also be addressed while looking at payroll function centralization. The Manager of Accounting Services noted that, although payroll staff from the City and the VPD meet regularly to discuss specific payroll-related problems, to date there have been no senior-level meetings or any formal negotiations in the last several years with respect to the centralization or service sharing in relation to payroll functions. The VPD is part of the City of Vancouver Payroll system and uses the COV SAP system and payroll forms. The information gathered in the interviews suggests that there has been no change in payroll procedures in the last five years and it remains an area of potential shared services. There is certainly room for further discussion and it is certainly time to revisit what were considered obstacles to explore the potential for shared services in this area.

The VPD 2004 Staffing Report requested one additional civilian position for this Section. Some discussions were held between the City and the VPD regarding the potential for transferring this function to the City. In the *Review of the Vancouver Police Department's Staffing Requirements* (Griffiths, et al., 2005), it was recommended that one civilian position be approved, pending a shared services review and further discussions between the VPD and the City of Vancouver.

Security has been identified as one of the primary obstacles to developing a shared services arrangement for payroll. However, City officials noted that a number of steps have been taken to address the issue of security of information as well as the security level of staff who work in payroll. The City's payroll section is now housed in a more secure location and is not accessible to staff other than

those who have been security cleared. Additional staff are in the process of receiving enhanced security clearance. Access to payroll data and information is also much more restricted with the introduction of access codes. Any shared service agreement would likely provide that payroll matters for covert operations remain with the VPD. This, in itself, is a complex issue as sworn members of the VPD will change jobs many times within their career, moving between uniform, detective and possible undercover assignments. It should be noted that, at the present time, there are civilian staff in the VPD who have not completed enhanced security clearances. These persons were hired in the Department prior to the requirement that all VPD employees, sworn and civilian, receive enhanced security clearance prior to assuming their positions. This issue is currently being negotiated between the VPD and the Teamsters Union representing civilian employees.

The multiplicity of collective agreements also provides a challenge to centralizing payroll policies and practices. Legal advice has been sought as to whether strategies could be developed to harmonize the various collective agreements and the legal opinion was that this may be possible. Further legal research on the current situation would be advisable. It has been suggested that a "virtual" model of shared services for payroll may be an option to consider (i.e., individual staff members could remain physically at VPD but report to the City payroll department). Another union issue to resolve would be the fact that VPD Payroll personnel belong to the Teamsters Union and the City Payroll staff are members of the Canadian Union of Public Employees (CUPE).

Another issue that has been raised in the past was the lack of detail on pay advice slips. However, pay advice slips now contain detailed, itemized information including payments and dates for overtime occurrences. As well, the VPD uses the standard City of Vancouver pay advice slip.

In the view of several VPD personnel who were interviewed, it would be imperative that time-entry staff remain within the VPD as these persons are responsible for the accurate and timely entry of hours worked for over 1,500

sworn and civilian employees. Any discrepancies or errors would be addressed at the time entry staff (for accuracy of data entry) or supervisor level (for approval of overtime) within the VPD. This would eliminate the need for any queries relating to payroll to be made at the City level. Payroll is currently located at 2120 Cambie Street which makes it very convenient for VPD staff to make enquiries about pay related issues. Disputes over pay are currently resolved quickly and efficiently with staff on-site who have corporate knowledge and experience with the relevant Collective Agreements and unique shifting patterns. There are also concerns from the VPD over who shared service payroll staff would be accountable to. They currently fall under the control of the Inspector in charge of the Human Resources Section. If the staff was answerable to someone at the City, and not a VPD manager, it could create a new road block in dispute resolutions.

There are many municipalities in which payroll is managed by the City rather than by the police department. These departments do not appear to experience any difficulties with this arrangement and it is an established, cost-effective practice. There are a number of models of shared services in payroll that can be considered, some of which would not involve a total transfer of payroll functions to the City. Shared services can take different forms and does not necessarily mean total centralization of staff or functions. What is important is the centralisation of supervision, management and expertise. One possible scenario might be for the VPD to retain some payroll administrative functions. These staff would be guided by the City's payroll central management on all policies and procedures, while still serving the needs of VPD staff. The VPD has the largest budget and number of personnel of any City department and VPD personnel contend that this should be considered in any discussions of potential shared services in this area.

When interviewed, the Inspector in charge of the Human Resources Section and Payroll expressed many of the above-noted concerns. However, the Inspector indicated a willingness to participate in meetings with the City to explore the possibility of shared services in Payroll. He noted that he is always willing to

explore any opportunities for efficiencies with the City that can provide equal or better service.

This is clearly an issue that cannot be resolved in the short-term and will require further dialogue and study by the relevant payroll stakeholders at the City and the VPD.

Recommendation: That the VPD and the City of Vancouver create a working group comprised of VPD and City of Vancouver Payroll professionals to explore implementing shared services in the area of Payroll.

The working group will:

- report to the Steering Committee;
- be co-chaired by the VPD and City of Vancouver managers who are responsible for Payroll;
- be established no later than April 30th, 2006;
- conduct all analysis necessary, including costs and benefits, to determine if there is a reasonable business case for structuring COV/VPD Payroll as a shared service;
- present any disagreements to the Steering Committee;
- develop an implementation plan if the Steering Committee approves proceeding with Payroll as a shared service;
- report back the final results to the Steering Committee by September 30th, 2006.

Human Resources

The General Manager of Human Resources for the City of Vancouver, who has extensive experience in human resource matters and in working with the VPD on human resource issues, offered his assessment of the potential for shared services in a number of areas. These included:

Collective Bargaining

The General Manager of Human Resources for the City of Vancouver stated that the Human Resources Department currently deals with all collective bargaining issues on behalf of the City. It oversees the City Manager's office on funding issues with respect to bargaining with VPD. He noted that, currently, the GVRD labour relation does the collective bargaining for the VPD and the bargaining team includes City and VPD staff. It is this team which meets with the Police Union to resolve any issues that arise. In the view of the General Manager of Human Resources for the COV, this is not an area that could, or should, be brought in-house to the City. The City must maintain an arms-length role in this area and is not considering any change to the current process. In his view, there are no shared services opportunities in the area of collective bargaining.

Health and Safety Division

The General Manager of Human Resources for the COV stated that the City currently gives support to VPD officers on all WBC and disability issues. The City also handles all ergonomic matters for the VPD out of the HR budget. This includes things like work stations and special chairs. In his view, there are no further shared services required in this area.

Labour and Employee Relations

The General Manager of Human Resources for the COV noted that the City currently gives advice and support to the VPD on grievance processes, retirements, arbitration processes and other human resources matters in general. In the last year or two, he has met monthly with the Deputy Chief Constable in

charge of Support Services to discuss major human resource issues. In his view, this arrangement is satisfactory and an improvement over what existed three or four years previous.

The General Manager of HR for the COV stated that there are no advantages in the City taking on any labour relations work for the VPD unless it was to contract with the City for advice. He noted that there is currently an issue as to whether the City has the status of "employer" vis-à-vis the VPD and recently lost a case on this question. The ruling in this case suggests that the COV may not be able to assume any labour/employee relations functions from the VPD even if it was being considered.

The City has several consultants in the field and decentralised to other departments. It would be possible for the City to do the same for the VPD but this would not amount to shared services as such nor would it necessarily result in any cost savings. It would simply mean the City would hire one or two more consultants to sit in VPD to work in this area.

With respect to labour relations and sworn members in the VPD, his view was that the City does not see any advantage in taking over these functions. Such labour issues often involve disciplinary action which is usually handled by sworn police officers and should have nothing to do with the City. Therefore, his view is that no further shared services in this area are required or recommended.

Benefits

The General Manager of HR for the COV noted that the City currently provides support, advice and consultancy services to VPD officers on benefits, pensions, and retirement assistance. In his view, there are no additional shared services opportunities in this area.

Employee Documentation

The City does not perform any of the functions with respect to recruiting, orienting, and training new police officers. These tasks are currently done by the VPD and it is the view of the General Manager of Human Resources that these activities should remain within the purview of the VPD. He anticipates there would be no cost savings associated with developing shared services in this area.

General Observations

The General Manager of HR for the COV offered a number of general observations on the working relationship between his office and the VPD. He notes that, historically, the VPD and the City had a very good working relationship. There was a high degree of cooperation and collaboration between the two organizations, including shared services and centralized functions. At some point under previous leadership, however, the VPD decided to perform many of the functions themselves and to go their own way in many areas. The General Manager noted that, recently, under the new VPD leadership, there had been a very marked improvement in the nature of the relationship between the VPD and the City. This, in his view, had resulted in very real positive changes in how things are working between the two organizations. It was the General Manager's opinion that this positive change and vision within the VPD should be encouraged and that undue pressure on the VPD in the midst of the major changes that are being made may be counterproductive.

Implementing Civilianization

This study involved a comprehensive assessment of all positions in the VPD, with the exception of patrol and clerical support. An assessment of each position using a decision making tree composed of three questions resulted in 11 positions occupied by 19 sworn officers being reclassified as civilian positions.

The findings presented in this report present the senior executive in the VPD with an opportunity to civilianize a number of positions in accordance with best

practice criteria. This will result in cost savings and, potentially, improve productivity and enhance the overall organizational environment. Listed below in Table 12 are the recommended positions to be civilianized.

TABLE 12 – CIVILIANIZATION RECOMMENDED POSITIONS

Unit/Section	Current Personnel in Unit	#	Positions Recommended for Civilianization
P&R	6SW/6CIV	1	Inspector, Planning & Research
Quality Assurance	1SW	1	Inspector, Quality Assurance
Health & Safety	1SW/1CIV	1	Corporal, Health & Safety Coordinator
Special Invest. Sec.	1SW	1	Constable, ViCLAS
Document Services	6SW/3CIV	3	Constable, Document Services
Youth Services Sec.	1SW	1	Constable, Youth Referral
Info & Privacy	1 SW/3CIV	1	Coordinator, Constable, Info. & Privacy
Crime Analyst Unit	6SW	4	Constable, Crime Analysis Unit
Patrol (Analysts)	4SW	4	Constable, District Analyst
Robbery/Assault	1SW	1	Constable, Robbery/Assault Analyst
Special Invest. Sec.	1SW	1	Constable, Statement Analysis
Total	29SW/13CIV	19	

The following dates listed in Table 13 highlight the timelines for converting sworn positions to civilian positions (subject to transitional HR accommodation considerations):

TABLE 13 – TIMELINE FOR CONVERTING SWORN POSITIONS TO CIVILIAN

Position	Timeline
Inspector, Planning and Research (1)	December 31, 2006
Inspector, Quality Assurance (1)	July 1, 2006
Corporal (WSE), Health & Safety Coordinator (1)	July 1, 2006
Constable, ViCLAS (1)	July 1, 2006
Constable, Document Services (3)	September 1, 2006
Constable, Youth Referral Coordinator (1)	July 1, 2006
Constable, Information & Privacy (1)	July 1, 2006
Constable, Crime Analysis Unit (4)	July 1, 2006 (x2)
	December 31, 2006 (x2)
Constable, District Analyst (4)	July 1, 2006 (x2)
	December 31, 2006 (x2)
Constable, Robbery/Assault Analyst (1)	July 1, 2006
Constable, Statement Analysis (1)	July 1, 2006

The suggested timelines will give the VPD time to select suitable candidates as well as time to redeploy the existing officers in the identified positions. In most cases, an overlap period with the existing officers will be required to transition the new civilians into the positions. It should be noted that several of these positions are currently occupied by accommodated police officers. This will require that the

VPD develop a Human Resources transition plan in order to further accommodate these officers within the Department. It is anticipated that the recruitment of a civilian director for the Planning and Research Section is likely to be a more lengthy process than that associated with filling any of the other positions.

As well, the VPD should make a commitment to apply the criteria used in this project to any vacancies that arise as well as to any new positions that are created in the Department. This report also identified several positions that should be the focus of additional study and analysis, including the position of Constable, Forensic Identification. Table 14 lists these future positions to be reviewed.

TABLE 14 – CIVILIANIZATION FURTHER REVIEWS

Unit	# Officers In Unit	#	Positions For Further Review
Human Resources	7SW/8CIV	1	Inspector, Human Resources.
		1	Sergeant, Labour Investigations.
		1	Sergeant, Attendance Management.
		1	Sergeant, Career Development Unit.
Forensic Ident.	17SW/3CIV	1	Constable, Forensic Ident. Unit.
Community Policing	4SW/1CIV	1	Constable, Block Watch.
		1	Constable, Business Liaison Officer.
Total	28SW/12CIV	7	

Going Forward

The focus of this project was on the opportunities to civilianize positions within the Vancouver Police Department. A number of positions currently occupied by sworn officers have been identified as being most appropriately classified as non-

sworn, civilian positions. The potential cost savings to be achieved by converting these positions from sworn to non-sworn have also been calculated. In addition, this report has addressed the issues related to accommodated positions, developmental positions, secondments and shared services. With the completion of the civilianization study and the timely implementation of the recommendations contained in this report, the VPD will establish itself as the clear leader in civilianization among North American police departments.

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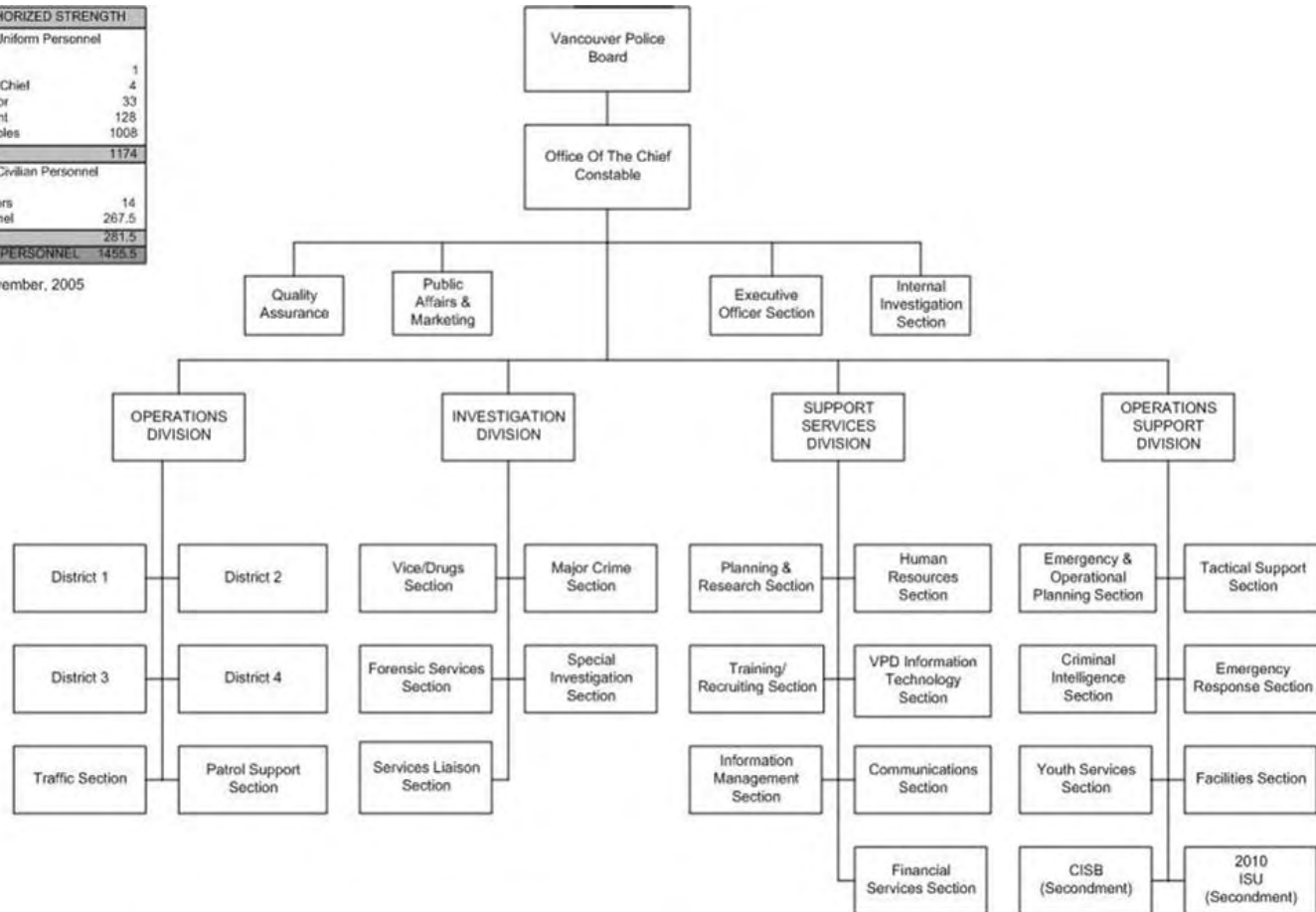
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Appendix A – Vancouver Police Department Organizational Chart

AUTHORIZED STRENGTH	
Uniform Personnel	
Chief	1
Deputy Chief	4
Inspector	33
Sergeant	128
Constables	1008
TOTAL	1174
Civilian Personnel	
Managers	14
Personnel	267.5
TOTAL	281.5
TOTAL PERSONNEL	1455.5

November, 2005



Appendix B – Vancouver Police Department Authorized Strength

AUTHORIZED STRENGTH FOR SWORN MEMBERS February 2, 2006

	CC	DCC	INSP	SGT	PC	TOTAL
OFFICE OF THE CHIEF CONSTABLE						
Chief's Office	1					1
EXECUTIVE SERVICES SECTION			1			1
Public Affairs & Marketing					2	2
Diversity Relations				1	1	2
INTERNAL INVESTIGATIONS SECTION			1	8		9
QUALITY ASSURANCE UNIT			1			1
Office of the Chief Constable - Total	1	0	3	9	3	16
OPERATIONS DIVISION						
Deputy Chief's Office		1	1	1	1	4
DISTRICT ONE			3			3
Team 1				1	8	9
Team 2				1	8	9
Team 3				1	13	14
Team 4				1	13	14
Team 5				1	14	15
Team 6				1	14	15
Team 7				1	13	14
Team 8				1	13	14
Team 9				1	13	14
Team 10				1	13	14
Team 11				1	9	10
Team 12 - Mounted Squad				1	6	7
Neighbourhood Policing Team				1	4	5
DISTRICT TWO			3			3
Team 1				1	9	10
Team 2				1	9	10
Team 3				1	10	11
Team 4				1	10	11
Team 5				1	10	11
Team 6				1	10	11
Team 7				1	10	11
Team 8				1	10	11

Team 9			1	10	11
Team 10			1	10	11
Team 11 - Waterfront Unit			1	15	16
Neighbourhood Policing Team			1	11	12
CET (City-wide Enforcement Team)		1	2		3
Team 1			1	14	15
Team 2			1	14	15
Team 3			1	14	15
Team 4			1	14	15
DISTRICT THREE		3			3
Team 1			1	7	8
Team 2			1	8	9
Team 3			1	13	14
Team 4			1	13	14
Team 5			1	12	13
Team 6			1	13	14
Team 7			1	13	14
Team 8			1	13	14
Team 9			1	13	14
Team 10			1	12	13
Neighbourhood Policing Team			1	3	4
DISTRICT FOUR		3			3
Team 1			1	7	8
Team 2			1	7	8
Team 3			1	10	11
Team 4			1	11	12
Team 5			1	11	12
Team 6			1	10	11
Team 7			1	11	12
Team 8			1	11	12
Team 9			1	11	12
Team 10			1	11	12
Neighbourhood Policing Team / Analyst			1	3	4
TRAFFIC SECTION		1			1
Enforcement Team 1			1	10	11
Enforcement Team 2			1	9	10
Enforcement Team 3			1	9	10
Enforcement Team 4			1	9	10
Traffic Services			1		1
- Traffic Support Unit				2	2
- School Safety and Education Unit				2	2
- Taxi Unit				1	1
- Hit & Run Squad				4	4
- Commercial Vehicle Unit				4	4

Collision Investigation Squad 1			1	9	10
Collision Investigation Squad 2			1	9	10
PATROL SUPPORT SECTION					
		1			1
Analysis Team (Liquor / POP Co-ordinator)			1	8	9
General Investigation Unit			1	13	14
Anti-Fencing Unit			1	11	12
Property Crime Unit			1	12	13
- Graffiti Unit				2	2
- Stolen Auto Unit				2	2
CITU			1	12	13
Community Policing Services Unit			1	3	4
Operations Division - Total					
	0	1	16	67	676

INVESTIGATION DIVISION

Deputy Chief's Office		1			1
MAJOR CRIME SECTION					
		1			1
Homicide Squad 1			1	8	9
Homicide Squad 2			1	8	9
Unsolved Homicide				2	2
Missing Persons			1	2	3
Coroner's Liaison				1	1
Witness Protection Squad				1	1
Robbery/Assault Squad			2	21	23
SPECIAL INVESTIGATION SECTION					
		1			1
DVACH Unit *			1	6	7
Polygraph Unit			2	1	3
Sexual Offence Squad			3	23	
High Risk Offender Unit				2	28
VICLAS				1	1
VICE / DRUGS SECTION					
		1			1
Crime Stoppers			1	0	1
Drugs Unit 1			1	11	12
Drugs Unit 2			1	10	11
Drugs Unit 3			1	7	6
Vice Unit			1	8	9
DISC Unit				2	2
FORENSIC SERVICES SECTION					
		1			1
Financial Crime Squad			2	16	18
Computer Support Unit				2	2
Forensic Identification Unit			1	19	20

SERVICES LIAISON SECTION

Jail OIC

Document Services Unit

Information & Privacy Unit

Investigation Division Total

		1			1
			4		4
			1	6	7
				1	1
0	1	5	24	158	188

OPERATIONS SUPPORT DIVISION

Deputy Chief's Office

EMERGENCY & OPERATIONAL PLANNING SECTION

Traffic Authority

Operational Planning Squad

Threat Assessment Unit

Forensic Video Unit

CRIMINAL INTELLIGENCE SECTION

Investigation Unit

Source Handling Unit

Outlaw Motorcycle Gang Unit

CISBC

TACTICAL SUPPORT SECTION

Strike Force Squad 1

Strike Force Squad 2

Strike Force Squad 3

Strike Force Squad 4

Technical Support Unit

EMERGENCY RESPONSE SECTION

ERT Training Unit

Green Squad 1

Blue Squad 2

Red Squad 3

Grey Squad 4

Dog Squad

YOUTH SERVICES SECTION

Youth Services Unit

School Liaison Unit

Gang Crime Unit

Operations Support Division - Total

	1				1
		1			1
				1	1
			1	3	4
				2	2
				1	1
		1			1
			1	7	8
			1	1	2
			1	2	3
				1	1
		1		1	2
			1	9	10
			1	9	10
			1	9	10
			1	9	10
				1	1
		1			1
			1		1
			1	6	7
			1	6	7
			1	6	7
			1	6	7
			2	16	18
		1			1
			1	18	19
			1	15	16
			1	10	11
0	1	5	18	139	163

SUPPORT SERVICES DIVISION

Deputy Chief's Office

	1				1
--	---	--	--	--	---

TRAINING /RECRUITING SECTION						
Recruiting Unit		1				1
Education & Training Unit			1	7		8
Force Options Training Unit			1	3		4
			1	5		6
HUMAN RESOURCES SECTION						
Employee Services		1				1
Career Planning			2			2
Assignments & Transfers			2			2
Labour Investigator			1			1
Safety & Health			1			1
Security Officer				1		1
			1			1
PLANNING & RESEARCH SECTION						
		1	2	3		6
COMMUNICATIONS SECTION						
Telephone Response Team		1	2			3
			1	8		9
FACILITIES SECTION						
						0
INFORMATION MANAGEMENT SECTION						
FLEET SERVICES SECTION						
INFORMATION TECHNOLOGY SECTION						
FINANCIAL SERVICES SECTION						
- Stores						
Support Services Division	0	1	4	15	27	47
DEPARTMENT TOTAL	1	4	33	133	1003	1174

AUTHORIZED STRENGTH FOR CIVILIANS Jan 1, 2006

Division/Reporting Directly to Chief's Office	Organizational Unit	# of Civilian Staff	Section Total
VANCOUVER POLICE BOARD	Police Board Office	2	2
OFFICE OF THE CHIEF	Office of the Chief	2	2
EXECUTIVE SERVICES	Office of the Inspector	1	
	Diversity Relations	1	2
PUBLIC AFFAIRS & MARKETING		3	3
INTERNAL		1	1
SUPPORT SERVICES	Office of the DCC	1	1
	Office of the CFO	2	2
	Financial Services	8	
	Property Office	13	
Stores		2	23
	Fleet Operations	13	13
	Facilities	0	0
	Information Management Section		
	Office of the Director-Information 5		
CPIC	Special Support Unit	1	
	Unit	9	
	Police Crown Liaison	8	
	Organizational Unit		
Crimi	nal Records	9	
	Public Service Counter	10	
Re	cord Clearance	6	
	Records	2	
Central Information	Unit	38	
	Correspondence Desk	8	
Archives	Unit	3	
	Information and Privacy	3	102

	Human Resources		
	Office of the Inspector	3	
	Civilian Human Resources	3	
	Career Development	1	
Employee	Relations	2	
Payroll	Unit	8	17
	VPD Information Technology	25	25
	Training/Recruiting		
Fitness	Coordination	1	
	Education & Training	2	
Re	cruting	2	5
	Communications		
	Office of the Inspector	2	
Switchb	oard Team	3	5
	Planning and Research	6	6
OPERATIONS	Office of the DCC	1	1
	Commander - District 1	1	
Mounted	Squad	2	3
	Commander - District 2	2	2
	Commander - District 3	1	1
	Commander - District 4	1	
FARP		5	6
	Patrol Support		
	Office of the Inspector	1	
Anti	Fencing	1	
Vic	tim Services	3	
Blockwat	ch	0.5	5.5
	Traffic		
	Office of the Inspector	2	
	Taxi Unit	1	3
INVESTIGATION	DCC - Investigation	1	1

	Vice Drugs		
	Office of the Inspector	1	
	Vice Unit	1	2
	Major Crime		
	Office of the Inspector	1	
	Homicide Team 1	2	
Missi	ng Persons	1	
	Robbery and Assault	2	6
	Special Investigation		
SOS		5	
DVACH		1	6
	Forensic Services		
	Office of the Inspector	1	
Finan	cial Crime	2	
Fore	nsic Identification	3	
	Forensic Firearm & Tool Mark	2	8
	Services Liaison		
BCAFIS		5	
Do	ument Services	3	8
OPERATIONAL SUPPORT	Office of the DCC	1	1
	CIS		
	Office of the Inspector	3	
	Investigation Unit	2	5
	Tactical Support		
	Office of the Inspector	1	
	Covert Intercept	3	
Tech	nical Support	1	
Cov	ert Systems	1	6
	EOPS		
	Office of the Inspector	1	
Operational	Planning	1	
	Forensic Video	3	
Emerge	ncy Planning	1	6
	ERS		
Dog	Squad	1	1
	Youth Services		

Office of the Inspector	1	1
	<u>281.5</u>	<u>281.5</u>

Civilian Personnel Totals	
Managers	14
Personnel	267.5
Total	281.5

Appendix C – Vancouver Police Department Tenure Plan and Transitional Rules

During the summer months 2005, four information sessions were held to solicit feedback and suggestions from VPD officers with respect to implementing a tenure plan that would set a time limit on how long an officer could remain in a specific specialty section position. As a result, the general and transitional rules were amended where reasonable accommodation could be made and the final version is as below.

General Rules:

These rules will apply to **all** members, including those affected by the “Transitional Rules”.

1. All new transfers to specialty units will be in accordance to the tenure plan. Members being transferred in to specialty units will have a definite transfer-out date so that they know what to expect and plan their careers.
2. Specialty-to-specialty squad transfers are only permitted for members with 10 years’ of police service or more, of which 5 years must be VPD patrol experience. Exceptions to this can only be approved by the Chief Constable. (*Note: As demographics change, these thresholds may be varied.*)
3. Members who are assigned “on loan” from a specialty squad to places other than their regular assignment will have their tenure adjusted for the period of the loan.
4. Absences due to maternity/paternity, extended WCB, and extended sick/disability will not count towards tenure. Conversely, such absences will not count towards patrol time either.
5. All assignments will be considered as a one-year minimum tenure. This will also apply to members rotating into Patrol from a specialty squad, who

will have to be in Patrol for a one year minimum assignment before becoming eligible for a position with a specialty squad.

6. Generally, exceptions to rules will not be made. In a limited number of circumstances the Human Resources Section may make an exception based on a business case made by the member's manager.

Transitional Rules:

These rules apply to members currently in specialty squads.

7. Members who are under the maximum tenure will be given their "transfer out" dates by HR during the month of September 2005. The advantages of this advance notice are:
 - a. Members can plan ahead and think about applying to other sections, take any necessary courses, etc., and consider their development plans.
 - b. Managers can plan replacement for attrition, hold competitions or arrange training for replacements well in advance of the dates.
8. For members who are over the maximum tenure the following transitional rules will apply:
 - a. All affected members will be notified in September 2005.
 - b. All members who are at their "75 factor" in September 2005, i.e. have 2.5 years' (or less) service left before they attain their "80 factor", will be allowed to stay until they attain the "80 factor," provided they are planning to retire on reaching the "80 factor" milestone. Their transfer-out-date will be the same as their eligible-to-retain-date. Note: there is NO requirement that members in these circumstances WILL retire when they reach their 80 factor; they simply will become eligible to transfer if they do not.

- c. Transfers out will take place in order of length of time already spent in the unit. Members who have been in the unit the longest will be transferred out first.
 - d. HR will work with the section Inspector to create a transfer list so as to minimize the effects of losing expertise in any unit. Operational needs will take precedence over transfer dates. For example, if a significant number of members are over their maximum tenures, transfers will be staggered so as to retain sufficient expertise and minimize disruption.
 - e. Members who are currently on lists to go to a position will be allowed to go to those positions regardless of the "5-10 rule" as per paragraph 2 above.
 - f. Members who enter a competitive process prior to October 01, 2005 will be allowed to proceed in the competition regardless of the "5-10" rule.
 - g. Members entering a competitive process after October 01, 2005 will have to qualify under the "5-10" rule before being allowed to proceed in the process.
9. Members who are under the maximum tenure, but will reach their "75" factor on or before their tenure expires, will be allowed to stay until they attain their "80" factor provided they are planning to retire on reaching the "80 factor" milestone. Their transfer-out-date will be the same as their eligible-to-retire-date.
10. Accommodated members may be moved to another light duty position. HR reserves the right to make that decision in consultation with the section manager.
11. No forced transfers will take place until the end of 2005. During this "grace period" affected members may transfer out voluntarily. By the end of January 2006, everyone will be notified of their transfer date.

Appendix D – North American Police Contacts Interviewed by Telephone

Calgary Police Service

Insp. Barry Clark, OIC Human Resources

Edmonton Police Service

Supt. Norm Lipinski, OIC Organizational Development

Insp. Chris Kellett, OIC Human Resources

Niagara Regional Police Service

Supt. Gary Dagenais, OIC Human Resources

Ms. Marie Alexander, Human Resources Advisor

Ontario Provincial Police

Mr. Jim Cotnam, Human Resources Advisor

S/Sgt. Sean MacDonald, OPP Staffing Officer

Ms. Shirley Taylor, i/c Sr. Management Development

Ottawa Police Service

Ms. Christine Roy, Director Human Resources

Ms. Colleen Walsh, OIC Organizational Effectiveness

Sue McLaren, OIC Occupational Health and Safety

Supt. Knowlton Roberts, i/c Strategic Staffing Initiative

Regina Police Service

Insp. Bob Morin, Human Resources Manager

San Bernardino (CA) Sheriffs Department

Capt. Greg Bottrell, Human Resources

San Diego (CA) Sheriffs Department

Capt. Glen Revell

Ms. Gail Vanvleck, Personnel Officer

Toronto Police Service

Mr. Bill Gibson, Director, Human Resources

Mr. Eugene Koziwka, OIC Labour Relations

Winnipeg Police Service

Ms. Sharon Gould, Human Resources Manager

Waterloo Regional Police Service

Deputy Chief Matt Torigian (Administration)

Appendix E – Civilianization in Selected Canadian and U.S. Police Departments

Police Agency	Ratio of Civilian to Police ¹	Examples of Civilian Positions Traditionally Filled by Sworn Members	Civilian and Sworn Executive and Sr. Managers	Policy
Edmonton	.27 Media	<p>relations, corporate communications, planning and research, photo radar technicians and document servers (Sp. Cst.), crime analysis, forensic technicians, VICLAS, computer crime technicians,</p> <p>August 2005 study recommends blended staffing in legal services, crime free multi-housing, cadets and Barney the Safety Bear,</p>	<p>Chief and 2 Deputy Chiefs</p> <p>1 Civilian CAO</p> <p>Finance, Infrastructure and Supply Services have civilian managers</p> <p>IT, HR, Research & Development have sworn member i/c w/ sworn/civilian blend</p> <p>No sworn members reporting to civilian manager</p>	<p>Currently researching further civilianization and special constable positions</p> <p>Criteria: 1. does position require full scope of police powers. 2. special knowledge or police experience benefits position. 3. position maximizes organizational flexibility. 4. organizational effectiveness maximized with blended staffing. 5. community expects the position to be occupied by a sworn</p>

¹ Statistics Canada, Canadian Centre for Justice Statistics (2004). *Police Resources, 2004*, Ottawa: Minister of Industry, December 2004, catalogue no. 85-225-XIE, p. 19.

Police Agency	Ratio of Civilian to Police ¹	Examples of Civilian Positions Traditionally Filled by Sworn Members	Civilian and Sworn Executive and Sr. Managers	Policy
		<p>CPTED, Success by 6, intelligence analysis, crime scenes and criminal history unit, and cooperative policing; civilianization of administrative staff sergeant in investigative services, constable position in Victim Services, AFIS, Forensic Video Analysis, Criminal Intelligence Service Liaison, community programs constable position, divisional support constables, front counter and communications administration support and training.</p> <p>Also recommends specialized traffic operations, drug exhibits, DNA bank be staffed by special</p>		<p>police officer. 6. sworn police officer maximizes position functionality. 7. position requires some specifically defined police powers.</p> <p>EPS also conducted a pilot project over the summer utilizing potential recruits in a public relations/community relationship building initiative in high traffic/problem areas. These special constables were uniformed, but not armed and had no powers other than civilian power to arrest. They did not conduct investigations or enforce laws. Program is currently</p>

Police Agency	Ratio of Civilian to Police ¹	Examples of Civilian Positions Traditionally Filled by Sworn Members	Civilian and Sworn Executive and Sr. Managers	Policy
		constables		being assessed to determine if it should be retained and/or expanded.
Regina	.41 Crim	e prevention strategist (high level interaction w/ NGOs, community groups, funders), crime analyst, human resource staffing officer, photo technician, victim services managers, Communications – dispatch and evaluation, fleet and facilities, human resources, financial services, information technology, records management	Chief and 1 Deputy Chief 1 Civilian Executive Director of Administrative Services HR Director (sworn) reports to Executive Director – only position in Department w/this kind of reporting relationship	No formal policy. Currently examining HR Dir position to determine if it should revert to civilian position.
Calgary	.43	100+ people in Communications, AFIS technicians, fingerprint technicians, photographers, photo radar	1 Chief and 3 Deputy Chiefs 26 Insp., 1 Director of Finance civilian managers in	No formal policy. Positions examined on a case by case basis. No formal criteria.

Police Agency	Ratio of Civilian to Police ¹	Examples of Civilian Positions Traditionally Filled by Sworn Members	Civilian and Sworn Executive and Sr. Managers	Policy
		(Commissionaires), crime analysts, district “clerks” take reports at the desk and pass them on to sworn officers for investigation.	research and development, psychological services, civilian employee relations, legal counsel, professional standards, and fleet and facilities.	Consider civilian if long term training is required as police officers are transferred regularly, however have instituted a 10 year rotation policy in some areas – e.g. forensics and traffic reconstruction.
Winnipeg	.28	Drug processing for court (includes analysis, destruction, transport, testimony etc.), photo radar operators and processors, research analysts, identification fingerprint technicians, support services (incl. evidence handling, mechanics, police records, finance	1 Chief and 2 Deputy Chiefs Civilian managers in Strategic Issues, Finance, Behavioural Health, Services, Records, Information Systems, Public Affairs, Human Resources	No formal policy. Contractual requirement for discussion with unions is required before a position can be civilianized. Service currently reviewing civilian and sworn positions in patrol operations as part of a consolidation of operational

Police Agency	Ratio of Civilian to Police ¹	Examples of Civilian Positions Traditionally Filled by Sworn Members	Civilian and Sworn Executive and Sr. Managers	Policy
		<p>etc.), communications center civilianized, but run by an inspector; mix of civilian and sworn in human resources.</p> <p>Examining viability of civilianizing the firearms officer position.</p>		<p>districts. Objective is to maximize number of police officers in response functions and have civilians looking after other functions.</p>
Toronto	.42 Comm	<p>unications (dispatch and evaluation) – shift managers are sworn; electronic surveillance monitors, transcribers and translators, corporate planning section, crime analysis unit, media relations unit, station duty operators are a blend of sworn/civilian; photo line-up, lab workers,</p>	<p>1 Chief, 4 Deputy Chiefs, 1 CAO</p> <p>Most administrative and technical mid and senior level managers are civilian</p>	<p>No formal policy.</p> <p>Wherever possible, administrative and technical positions are civilianized – there are exceptions – e.g. the locksmith position is sworn</p> <p>Reviews generally prompted when there is a change of executive</p>

Police Agency	Ratio of Civilian to Police ¹	Examples of Civilian Positions Traditionally Filled by Sworn Members	Civilian and Sworn Executive and Sr. Managers	Policy
		<p>fingerprint searchers (crime scene investigators are sworn); parking control</p> <p>Special constable appointments to U of T, Toronto Transit Commission, Toronto Community Housing Corporation (not armed)</p>		
Ottawa	.44	<p>2004 – 2 Sgt positions in Communications Division civilianized</p> <p>AFIS Technician, Alarm program coordinator, case manager, charge coordinator, crime analyst, volunteer services coordinator, document servers, electronic technician, evaluation research</p>	<p>1 Chief, 2 Deputy Chiefs, 1 Director General of Corporate Services</p> <p>6 Superintendents i/c civilian directors in Human Resources, Finance, IT, Planning and Organizational Development</p> <p>Fleet Services run by a sworn member</p>	<p>No formal policy. No formal criteria. Have prepared individual business cases for each position civilianized – considerations have been \$ savings, necessity for sworn person, and effectiveness and efficiency – individuals have been redeployed within the Association so union problems were</p>

Police Agency	Ratio of Civilian to Police ¹	Examples of Civilian Positions Traditionally Filled by Sworn Members	Civilian and Sworn Executive and Sr. Managers	Policy
		<p>coordinator, firearms officers, freedom of information act administrators, intelligence analyst, logistics analyst, pre and post charge division coordinator, report analyst, GIS coordinator/analyst, warrant coordinator</p>	<p>reporting to Finance Director</p>	<p>minimized</p> <p>No succession plan. Deloitte Touche study approx. 3 yrs ago recommended linking personal performance to organization objectives and organizational performance. Not developed yet. Working on professional development plan.</p> <p>Have been able to link satisfactory performance to retention bonuses.</p>
Waterloo Regional	.38 Crim	<p>e analysts, forensic identification lab support and technicians (crime scene investigators sworn), court security (Sp. Cst.), research and</p>	<p>1 Chief, 2 Deputy Chiefs</p> <p>Civilian directors in Human Resources, Community Resources, Finance, IT, and Solicitor – all</p>	<p>No formal policy</p> <p>Civilians introduced when sworn positions came vacant; recognition that technical and admin skills were required</p>

Police Agency	Ratio of Civilian to Police ¹	Examples of Civilian Positions Traditionally Filled by Sworn Members	Civilian and Sworn Executive and Sr. Managers	Policy
		<p>planning is a blend of sworn and civilian, communications is a blend of sworn and civilian</p>	<p>report to sworn Supt. except solicitor who reports directly to Chief</p> <p>Civilian managers in records and property (inc. stores and fleet)</p>	<p>for the position (e.g. Solicitor, HR) or a civilian working w/i the organization was the best person to fill the position (e.g. Community Resources)</p>
Niagara Regional	Corpo	<p>rate analyst, crime analysts, front desk workers at police stations (supervised by sworn members), forensic technicians, video technician (does some crime scene work), AFIS and fingerprint technicians (Sp. Cst. who are trained in weapons use and can be called on to bear arms in an emergency), communications call takers and dispatchers, Crime Stoppers.</p>	<p>Civilian Chief – formerly CAO</p> <p>2 deputy chiefs</p> <p>HR, Finance, Planning and Audit, Central Records, Communications, Facilities, Fleet and Supply, IT, Corporate Analyst are managers approx. at Inspector level</p>	<p>No formal policy</p> <p>Objective is to cross train senior officers for succession planning purposes and to deploy as many sworn officers as possible to the front line</p>

Police Agency	Ratio of Civilian to Police ¹	Examples of Civilian Positions Traditionally Filled by Sworn Members	Civilian and Sworn Executive and Sr. Managers	Policy
		Planning, audit and accreditation, human resources are a blend of sworn and civilian		
Ontario Provincial Police	Human	Human resources, staff relations, finance, IT, policy, operational research and development, crime analysis, forensic analysis (w/ uniform response), Communications Section,	1 Commissioner and 4 Sworn Provincial Commanders 1 Civilian Provincial Commander i/c Support Services (Finance, IT, HR, and Professional Standards) Have numerous civilian managers w/sworn members reporting to them and sworn managers w/ civilian members reporting to them.	No formal policy. Most technical and specialized non-investigative is civilianized Many units are a blend of civilian and sworn Many positions posted for civilian or sworn – competency based criteria used – does this person have the skills, experience and/or education necessary to fulfill this role? Objective is on efficiency and effectiveness – i.e. use trained police officers for core

Police Agency	Ratio of Civilian to Police ¹	Examples of Civilian Positions Traditionally Filled by Sworn Members	Civilian and Sworn Executive and Sr. Managers	Policy
				policing functions
San Bernardino Sheriffs Department	Approx. 37 Corrections officers	<p>– including booking officers etc.;</p> <p>communications – intake and dispatch;</p> <p>criminalists – including crime scene investigators, fingerprint examiners, photo technicians, video technicians; sheriff service specialists – low tech photo services, non-injury traffic collision investigators, traffic investigators, burglaries (investigated to identification of suspect – then turned over to sworn), public relations, “minor” follow-ups – e.g.</p>	<p>Executive management team is sworn, including finance, human resources, communications, IT, and Records Management. There are many civilian managers reporting to them in areas including purchasing, facilities, equipment, fiscal, automotive, culinary, maintenance, and health services.</p> <p>Forensic crime lab manager.</p>	<p>No policy on civilianization. Have not civilianized many positions over the past 5 years. Considerable civilianization done when COPS funding was available to get extra officers for operational duties.</p> <p>Unions have expressed concern that sworn positions are being depleted. No sworn positions reporting to civilians – traditional culture still holds.</p> <p>Have a number of positions that have powers to arrest, but not full general law</p>

Police Agency	Ratio of Civilian to Police ¹	Examples of Civilian Positions Traditionally Filled by Sworn Members	Civilian and Sworn Executive and Sr. Managers	Policy
		missing youths, volunteer supervisors etc. – these persons are not armed.		<p>enforcement powers – e.g. coroner's officers and corrections officers who don't have hands on contact with inmates and sheriff Service specialists.</p> <p>Criminalists have to meet certification and credentialing requirements to practice. When Department was using sworn members, they had to provide this training.</p>
San Diego Sheriff's Department	Approx. 35 Community Services	Officers in traffic, patrol, and courthouse security, communications, crime prevention specialists, IT engineers in computer crime investigations, criminalists, forensic	Have civilian directors/managers in Crime Lab, Communications, Management Services, Medical Director, Public Affairs, Contract, Finance , Inmate Industry Program, Employee	<p>No formal policy. Criteria include skills and abilities needed to complete the duties. Does it require a gun and badge to complete? Can skills and abilities something that can be obtained outside an academy?</p>

Police Agency	Ratio of Civilian to Police ¹	Examples of Civilian Positions Traditionally Filled by Sworn Members	Civilian and Sworn Executive and Sr. Managers	Policy
		evidence technicians, latent fingerprint technicians, staff development specialists	Relations, Standards & Compliance, Support Services IT, Property & Evidence Licensing , Detention Processing, Departmental Budget ,Senior Personnel Officer Crime Analyst Manager Legal Support Manager, Food Services Manager Sheriff's Records & ID Manager	Generally divisions managed by civilian personnel are staffed with civilian personnel – there are some exceptions. Benefits include cost savings, continuity in positions that have a long and/or complex learning processes, career ladders for civilians. Disadvantages include some civilians find it difficult to adapt to sworn culture and some sworn staff are resistant to accepting expertise from non-sworn.



Appendix F – Interview Survey Form

VANCOUVER POLICE DEPARTMENT

Planning & Research Section

Human Resources Section

Date: _____ Time: _____ Location: _____

Manager: _____ Section: _____

Position: _____

Interviewer #1 _____ Interviewer #2: _____

1. Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)

2. Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?

3. Can the requirements of the position be fulfilled by a specially trained civilian?

Other Comments:



VANCOUVER POLICE DEPARTMENT

Planning & Research Section

Human Resources Section

Date: _____ Time: _____ Location: _____

Manager: _____ Section: _____

Interviewer #1 _____ Interviewer #2: _____

1. Are there any positions within your section that you believe are suitable as an accommodated position?

2. Are there any positions within your section that you believe are suitable as a developmental position?

Other Comments:



VANCOUVER POLICE DEPARTMENT

Planning & Research Section

Human Resources Section

1. Are there any positions within the Vancouver Police Department that you believe are suitable as an accommodated position?

2. Are there any positions within the Vancouver Police Department that you believe are suitable as a developmental position?

Appendix G – Personnel Interviewed for Position Classification

DCC Max Chalmers
Deputy Chief Constable, Operations Support Division

Insp. Gord Coburn
Inspector i/c Services Liaison Section

DCC Jim Chu
Deputy Chief Constable, Support Services Division

Catherine Deslauriers
Manager, Employee Health and Safety
City of Vancouver

Insp. John de Haas
Inspector i/c Youth Services Section

A/Insp. Doug Fisher
Inspector i/c Tactical Support Section

Chief Constable Jamie Graham
Chief Constable, Vancouver Police Department

Insp. Scott Thompson
District 3 - Administrative

Mr. Volker Helmuth
Manager, Information Management Section

Insp. Andy Hobbs
Inspector i/c Traffic Section

Insp. Axel Hovbrender
District Commander, District 4

Darrin Hurwitz
Coordinator, Information and Privacy Unit

Insp. Bob Huston
Inspector i/c Training and Recruiting Section

Monica Kay
Director, Equal Employment Opportunity Program
City of Vancouver

Insp. Tim Laidler
Inspector i/c Special Investigation Section

DCC Doug LePard
Deputy Chief Constable, Investigation Division

Mr. Jim Lloyd
Manager, Police Stores

Ms. Donna Marshall-Cope
Manager, Information Technology Section

Insp. Tom McCluskie
Inspector i/c Major Crime Section

Insp. Kevin McQuiggin
Inspector i/c Forensic Services Section

Insp. Dave Nelmes
Inspector i/c Drugs/Vice Section

Mr. Paul Patterson
Director, Public Affairs and Marketing

Insp. Jess Ram
Inspector i/c Communications Section

DCC Bob Rich
Deputy Chief Constable, Operations Divisions

Insp. Dean Robinson
Inspector i/c Emergency Response Section

Insp. Bob Rolls
District Commander, District 2

Ms. Iris Romanuik
Director, Information Management Section

Insp. Rob Rothwell
Inspector i/c Criminal Intelligence Section

Insp. Ted Schinbein
Inspector i/c Human Resources Section

Insp. Steve Schnitzer
District Commander, District 1

Insp. Bob Stewart
Inspector i/c Patrol Support Section

Insp. Steve Sweeney
Inspector i/c Emergency & Operational Planning Section

Insp. Daryl Wiebe
Inspector i/c Planning and Research Section

Insp. Rollie Woods
Inspector i/c Internal Investigation Section

Mr. Warwick Wright
Director, Financial Services Section

Ms. Kathy Wunder
Director, Information Technology Section

Insp. Tony Zanatta
Inspector, Executive Officer Section

Appendix H – Description of Positions Recommended for Civilianization and Discrepancy Positions



VANCOUVER POLICE DEPARTMENT JOB ANALYSIS QUESTIONNAIRE

Position: Inspector

Section: Planning and Research Section

Division: Support Services Division

SECTION ONE

Job Summary

Briefly describe the purpose of the job, what is done, and how.

The Inspector i/c Planning and Research (P&R) Section is responsible for the oversight and management of twelve fulltime employees, including a mix of sworn police officers and highly trained civilian analysts. In addition, this group includes the VPD Operational Legal Advisor. As a Section, P&R is responsible for the Strategic Plan of the VPD, and the Regulations and Procedure Manual. P&R is the clearinghouse for all organizational change, and the coordination and management of this change is administered through this office.

In addition, the Inspector i/c P&R is responsible for all of the statistical reporting and social science research for the VPD, including research assignments directly for the Executive, along with public reporting of crime statistics and community policing data.

SECTION TWO

Job Functions

List the functions of this job in order of importance.

1. Planning
2. Controlling
3. Leading and Directing
4. Coaching and Mentoring
5. Policy and Procedure Development
6. Committee Work
7. Generalist Duties

SECTION THREE

Duties

In point form - List the major duties involved under each function that you have listed above.

FUNCTION 1: Planning

Duties: **Strategic Planning: Oversight of the ongoing development of the VPD Strategic Plan. Includes the ongoing monitoring of progress against pre-defined measurement criteria, the continued involvement of line staff and the community in the processes, and updated goal setting for the organization.**

Benchmarking and Performance Measurement: On an organizational level, defining the key performance indicators for the VPD, in relation to its strategic plan. Includes the on-going measurement of performance,

and regular reporting to the Executive and the Police Board on progress, areas of improvement, and areas requiring improvement.

Goal Setting: Responsible for the internal goal setting within the Planning and Research Section. This annual process sets the direction for the Section's accomplishments for the coming year, and is used to self-assess the effectiveness of the Section, and the service it delivers to the entire organization.

FUNCTION 2: Controlling

Duties: Administrative Controls: Ensures the administrative controls are in place to evaluate employee performance, attendance, effectiveness and efficiency. Establishes controls for file management and service delivery to other Sections of the VPD, and the Executive. Conducts periodic audits of internal processes to ensure objectives are met.

Budget: Responsible for the Book and Publications Budget line item for the entire Department. Oversight of organizational spending in this area, including the maintenance of the Departmental library, approving publication expenditures, and regular variance reporting to the Finance Section.

Reports to Council and Board: Responsible for review and approval of all Departmental Reports to City Council. P&R serves as the central repository of organizational change and corporate history. Ensures that the Department is consistently represented with City Council in its reporting processes.

Discipline: The Inspector is the overall discipline authority within the Section in matters pertaining to labour relations issues. Ensures departmental protocol is followed when dealing with the labour process. Ensures performance problems and issues are dealt with proactively, using a progressive discipline model.

FUNCTION 3: Leading and Directing

Duties: Supervision: Directly supervises two Sergeants, and serves as the management authority for a staff of twelve. Oversees the work of the VPD Operational Legal Advisor, who reports directly to Legal Services with the City of Vancouver.

Motivation: Creates an environment that is positive and encouraging and assists employees to reconcile their personal goals with those of the organization.

FUNCTION 4: Coaching and Mentoring

Duties: Performance Development: Ensures employee performance development and accountability mechanisms are in place within the Section and ensures employee performance reviews are completed. Identifies performance standards for the Sergeants, monitors individual performance, provides and solicits feedback to ensure their continued development.

Succession Planning: Maintains controls to identify individuals for advancement out of the Section, and assesses potential candidates for their move into the Section, to ensure continued development for all involved, and the opportunity to maximize development of employees while maintaining the high level of work within the Section.

FUNCTION 5: Policy and Procedure Development

Duties: Policy and Procedure Review: Oversight of all policy and procedural change for the Department. Central clearinghouse for all policy development, including business process changes, legal reviews and procedural amendments. Oversight of all Service and Policy complaints, characterized from the Office of the Police Complaint Commissioner (OPCC), resulting in policy review for improved business

processes.

Impact Assessment for Change: Performs impact assessments from court decisions, legislative changes and procedural and technological advances that may have an impact on the day-to-day operations of our employees. Oversees policy and procedure changes that stem from those external drivers, and frequently oversees the change management process through the implementation of recommended changes.

FUNCTION 6: Committee Work

Duties: The position of the inspector i/c Planning and research involves extensive committee involvement on large organizational issues, namely:

- **Joint Labour/Management Shifting Committee**
- **Joint Labour/Management Uniform Committee**
- **Advisor on the Strategic Plan Alignment Committee (SPAC),** responsible for organization resource allocation, transfers and tenure in work units, and structural changes to the organization.
- **Service and Policy Complaint Committee of the Vancouver Police Board**
- **Departmental Security Committee**
- **Incident Response Working Group (IRWG) Committee,** responsible for accountable incident reporting, policy and procedure amendment and compliance, and business process change
- **Departmental representative on the PRIME-BC Governing Council,** and provincial policing initiative for share police records management
- **Divisional representative on the Vancouver Police Budget Committee**

FUNCTION 7: Generalist Duties

Duties: The position of Inspector i/c Planning and Research Section is involved in other generalist functions associated to most Inspector's positions within the organization, namely:

- **Acting for the Deputy Chief Constable of the Support Services Division, in his absence**

- Performing relief duties as the Duty officer, removing the Inspector from the Section and serving as the commanding officer for Patrol operations for those relief shifts
- Assists the Executive with a variety of administrative duties, outside the scope of regular duties within the Section
- Represents the organization at public speaking engagements, conducting organizational presentations, etc.

SECTION 4

Human Characteristics

What special knowledge, skills and abilities are necessary to perform the job effectively?

To effectively perform this position, the candidate must have excellent interpersonal skills, a proven report writing ability, be able to effectively multi-task and manage time, and have demonstrated the ability to manage people and projects. While not specifically conducting research, the Inspector should have a solid understanding of research methodology, to enable the effective assessment of research methods employed within the Section, and be able to critically analyze research done by outside sources.

SECTION 5

Qualifications

What experience, length of service or previous assignments is required to do the job effectively?

Experience:

- Previous experience as a manager, elsewhere in the organization
- Other operational and administrative experience that provides a broad background of organizational issues, and may include management and project management work

- Broad spectrum of operational and investigative experience across different service areas of the Department
- Strong administrative skills
- Excellent report writing skills

Education:

- *Minimum:* 2-years of post-secondary education, complimented with substantial police related education from the Justice Institute, Canadian Police College, etc.
- *Preferred:* Undergraduate or graduate degree, with research experience

Qualifications:

- No specific qualifications o certifications required

Completed by: Daryl Wiebe, Date: 2006.01.18

Inspector 1162

Approved by: Date:

VANCOUVER POLICE DEPARTMENT

JOB ANALYSIS QUESTIONNAIRE

Position: Inspector	
Section: Quality Assurance	Division: Chief's Office

SECTION ONE

Job Summary

Briefly describe the purpose of the job, what is done, and how.

The Inspector in-charge of the Quality Assurance Section is directly responsible to the Chief Constable and is assigned projects at the discretion of the Chief Constable and the Executive of the Department. Projects may include specific audits or reviews of sections or units related to their function, structure, compliance issues or diligence. The audit or review is an objective examination that allows for an independent assessment on risk management, controls or governance processes within the organization.

SECTION TWO

Job Functions

List the functions of this job in order of importance.

1. Audit or review (investigate)
2. Analyze current practices, structures, systems and practices to determine issues related to review or audit.
3. Communicate in writing and orally on audit or review findings

SECTION THREE

Duties

In point form - List the major duties involved under each function that you have listed above.

FUNCTION 1: Investigate

Duties: Examine the current operational functionality of the section or unit being audited. Review structure and processes in place. Observe or review reports on how the section or unit functions.

FUNCTION 2: Reporting

Duties: Write comprehensive reports on the findings of audits

FUNCTION 3: Interview

Duties: Meet with interview stakeholders.

FUNCTION 4: Analyze

Duties: Examine all of the contributing data and recommend improvements or adjustments to the current systems or processes in place.

FUNCTION 5:

Duties:

FUNCTION 6:

Duties:

SECTION 4

Human Characteristics

What special knowledge, skills and abilities are necessary to perform the job effectively?

Extensive knowledge on organizational structure. Ability to communicate both orally and in writing. Understanding of the audit function.

SECTION 5

Qualifications

What experience, length of service or previous assignments is required to do the job effectively?

10-15 years experience. Supervisory experience. Experience in administrative practice. Experience in Planning Research and Audit.

Completed by:

Date:

Approved by:

Date:

VANCOUVER POLICE DEPARTMENT

POSITION PROFILE

Rank: Constable

Last Updated: 14 March 2006

Section/Unit: Health and Safety Unit

Summary: Ensures that workplace standards, as required by WCB and other regulatory bodies, are maintained. Administers multiple health and safety programs. Identifies and investigates workplace hazards.

FUNCTIONS

Function	Description
Education	Provides education and training to the community on a one-to-one basis and in a group setting. Prepares training bulletins and other written information relevant to the department and/or community.
Information Management Processing	Coordinates and tracks information to meet section needs. Maintains a data base and disseminates information to assist in meeting section and Departmental objectives.
Policy Development/Implementation	Works with relevant stakeholders in the development and implementation of section and/or Departmental policy. Develops protocol and policy that is consistent with current case law and needs of section and/or Department.
Program Coordination	Works with all stakeholders to identify section needs and secure the resources necessary to achieve section and/or Departmental goals. Administers and delivers section specific programs in accordance with Departmental needs.

CORE COMPETENCIES

Function	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Seeks improved individual and organizational performance and results): Manages own performance based on external feedback and self-assessment. Mentoring Helps others learn by setting a positive example.

CORE COMPETENCIES

Function	Description
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Communicates clearly, concisely and logically. Written Communication: Writes in a complete, clear and concise manner.
Community Focus	Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. Public Participation (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a area. Community Policing: (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. Customer Focus: (Develops organizational actions, values & services that focus on customer needs.) Gives complainants, victims and other citizens best effort to ensure customer satisfaction.
Resource Management	Works effectively and efficiently within financial, human and physical resources. Work Management (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the require standard. Financial Planning (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.
Leadership	Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. Goal Achievement (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. Fostering Values (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. Planned Change (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.
Problem Solving & Decision Making	Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. Problem Solving: Identifies problems, conducts background research, and provides recommendations. Decision-Making: Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency	Description
Position Specific Knowledge	Demonstrates a practical understanding of the workplace standards required by WCB, and other regulatory bodies. Demonstrates the ability to administer multiple health and safety programs. Demonstrates the ability to identify and investigate workplace hazards.
Organizational Awareness	Demonstrates the ability to understand and manage relationships within the VPD and other groups, agencies or organizations. Recognizes who the key decision-makers are and predicts how new events or situations will affect all stakeholders. Operates effectively within the VPD's or other organization's informal structure.
Technical Report Writing	Demonstrates the ability to incorporate information from multiple sources into concise written / schematic documents that detail investigative results.
Time Management Skills	Demonstrates an ability to prioritize multiple tasks while performing duties effectively and efficiently. Maintains scheduled time lines. Responds and adapts to shifting priorities.

QUALIFICATIONS/REQUIREMENTS

Required	Preferred
Experience: Type and Length	Experience: Type and Length
5 years experience as PC	10 years experience as PC
Education:	Education:
Training:	Training:
Microsoft Office	WCB or workplace standards related courses
Qualifications (Licences, Certificates, etc.):	Qualifications (Licences, Certificates, etc.):
Other:	Other:
Strong file management skills	

VANCOUVER POLICE DEPARTMENT

POSITION PROFILE

Rank: Constable

Last Updated: 20 Sept 2004

Section/Unit: VICLAS

Summary: Responsible for ensuring completion of VICLAS and other relevant databases used by investigators to track and/or link violent crimes; analyzes VICLAS data and identifies crime trends and/or offenders; acts as a resource to other police members and agencies.

FUNCTIONS

Function

Description

Case/File Management

Manages all aspects of assigned cases, which includes the maintenance of files and documentation in a manner prescribed by the Section. Prepares and co-ordinates relevant documentation to ensure thoroughness in the investigation(s).

Gathering & Processing of VICLAS data

Ensures that VPD investigators submit VICLAS reports for all qualifying offences. Ensures that data is processed and appropriately added to the ViCLAS database.

Analysis of Accumulated VICLAS data

Conducts an analysis of VICLAS data in an attempt to identify offenders and/or patterns in criminal offences.

VICLAS Report Preparation

Prepares reports in a timely manner to assist investigators in the identification of offenders and/or patterns in criminal offences.

Investigative Resources Management

Cultivates investigative resources including other police agencies, VPD Sections, other organizations, and individuals with valuable skills. Cultivates and manages informants using the established departmental procedures.

Resource Person

Acts as a resource person to police members, government agencies and the community on section related matters. Responds to inquiries from the media and the community. Communicates information on a one-to-one basis, in the classroom setting, and in public settings.

Intelligence Gathering

Gathers and co-ordinates information on persons/locations/vehicles of interest to the section in an attempt to guide enforcement efforts.

CORE COMPETENCIES

Function	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Seeks improved individual and organizational performance and results): Manages own performance based on external feedback and self-assessment. Mentoring Helps others learn by setting a positive example.
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Communicates clearly, concisely and logically. Written Communication: Writes in a complete, clear and concise manner.
Community Focus	Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. Public Participation (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a area. Community Policing: (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. Customer Focus: (Develops organizational actions, values & services that focus on customer needs.) Gives complainants, victims and other citizens best effort to ensure customer satisfaction.
Resource Management	Works effectively and efficiently within financial, human and physical resources. Work Management (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the require standard. Financial Planning (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.
Leadership	Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. Goal Achievement (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. Fostering Values (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. Planned Change (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.
Problem Solving & Decision Making	Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. Problem Solving: Identifies problems, conducts background research, and provides recommendations. Decision-Making: Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency

Description

Position Specific Knowledge

Demonstrates a practical understanding of VICLAS and other relevant data bases used by investigators to track and/or link violent crimes. Demonstrates competence in completing and/or ensuring that investigators complete required VICLAS reports. Demonstrates ability to analyze VICLAS data and identify crime trends and/or identify offenders.

Enhanced Computer Skills

Demonstrates above average ability to use assorted software programs and applications to perform functions/responsibilities within the Section.

Interpersonal Skills

Maintains composure and effectively deals with others. Is patient and shows interest in others. Is easy to be around and is approachable. Makes people feel appreciated and in touch with the person. Others turn to this individual for advice and support.

Analytical Report Preparation

Demonstrates the ability to incorporate information from departmental databases, spreadsheets and Word documents into concise written documents that guide investigative and tactical responses.

QUALIFICATIONS/REQUIREMENTS

Required

Experience: Type and Length

5 years police experience

Strong computer skills

Education:

Training:

Qualifications (Licences, Certificates, etc.):

Other:

Ability to work other agencies

Preferred

Experience: Type and Length

10 years police service

Prior investigative experience

Education:

Training:

Qualifications (Licences, Certificates, etc.):

Other:

VANCOUVER POLICE DEPARTMENT

POSITION PROFILE

Rank: Constable

Last Updated: 14 March 2006

Section/Unit: Document Services

Summary: Responsible for the service of subpoenas/summons, short notice court notifications/denotifications and court ordered DNA collection.

FUNCTIONS

Function	Description
Document Service	Performs activities relating to the tracking and serving of subpoenas and summonses for court purposes.
Court-ordered DNA Collection	Collects DNA samples from parties in custody when a DNA court order is in effect. Takes and processes sample(s) in accordance with approved procedures.
Court Notifications	Communicates with sworn members regarding short notice court notifications and/or denotifications. Acts as a liaison between VPD and Crown to facilitate court attendance by sworn members.
Law Enforcement	Enforces breaches of statute and common law including Criminal Code offences, provincial statutes, traffic violations, bylaws and other federal and provincial statutes. Includes the apprehension of criminals and violators, which may involve the use of appropriate levels of force. Serves processes on offenders and prepares the appropriate documentation to the courts, department, and/or related agencies.

CORE COMPETENCIES

Function	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Seeks improved individual and organizational performance and results): Manages own performance based on external feedback and self-assessment. Mentoring Helps others learn by setting a positive example.
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Communicates clearly, concisely and logically. Written Communication: Writes in a complete, clear and concise manner.
Community Focus	Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. Public Participation (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a area. Community Policing: (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. Customer Focus: (Develops organizational actions, values & services that focus on customer needs.) Gives complainants, victims and other citizens best effort to ensure customer satisfaction.
Resource Management	Works effectively and efficiently within financial, human and physical resources. Work Management (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the require standard. Financial Planning (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.
Leadership	Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. Goal Achievement (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. Fostering Values (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. Planned Change (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.
Problem Solving & Decision Making	Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. Problem Solving: Identifies problems, conducts background research, and provides recommendations. Decision-Making: Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency	Description
Position Specific Knowledge	Demonstrates a practical understanding of the Document Services functions, including the service of subpoenas/summons and court ordered DNA collection techniques. Demonstrates an ability to work with minimal supervision.
Basic DNA Collection Techniques	Demonstrates the ability to collect and process court ordered DNA samples in accordance with Section and judicial requirements.
Interpersonal Skills	Maintains composure and effectively deals with others. Is patient and shows interest in others. Is easy to be around and is approachable. Makes people feel appreciated and in touch with the person. Others turn to this individual for advice and support.

QUALIFICATIONS/REQUIREMENTS

Required	Preferred
Experience: Type and Length	Experience: Type and Length
Sworn member	
Education:	Education:
Training:	Training:
	Court ordered DNA collection techniques
Qualifications (Licences, Certificates, etc.):	Qualifications (Licences, Certificates, etc.):
Other:	Other:



VANCOUVER POLICE DEPARTMENT

JOB ANALYSIS QUESTIONNAIRE

Position: YOUTH REFERRAL COORDINATOR

Section: Youth Services Unit

Division: Operations Division

SECTION ONE

Job Summary

Briefly describe the purpose of the job, what is done, and how

The Youth Referral Coordinator reviews cases and assesses the eligibility and suitability of young persons in accordance with the criteria set out in the YCJA for the purpose of pre-charge referral to an appropriate agency. This person maintains the information received by Service Providers, updates PRIME, liaises with the various Community and Provincial Agencies and provides members with the appropriate referral information.

SECTION TWO

JOB FUNCTIONS

List the functions of this job in order of importance

1. Develop Memorandums of Understanding with Community Service Providers
2. Screen all VPD cases referred by members and forward the appropriate information to Service Provider
3. Maintain adequate records of referred cases and update PRIME

4. Continually liaise with Community Service Providers, Regional groups, appropriate Provincial Bodies
5. Ensure that all computer and hard-copy information is up to date and accurate
6. Provide continual information (through training) to members regarding the Referral Process

SECTION THREE

DUTIES

In point form - List the major duties involved under each function that you have listed above:

FUNCTION 1: Develop Memorandums of Understanding with Community Partners

- Duties:
- **In accordance with the principals, objectives and requirements of YCJA and the protocol of the agencies, the MOU is intended to facilitate the referral by VPD, of young persons to the agency partner.**

FUNCTION 2: Screen all VPD cases referred by members

- Duties:
- **To ensure that the young person meets the criteria set out in the declaration of principals of extrajudicial measures and extrajudicial sanctions according to the YCJA**
 - **To ensure that the referral meets section 34.02 of the Regulation and Procedure Manual**

FUNCTION 3: Maintain adequate records of referred cases and update PRIME

- Duties:
- **To ensure that members submit the appropriate GO information and that it is complete**
 - **To ensure that all information is forwarded to the appropriate agency and that the information is treated as Protected Information**
 - **To ensure that all actions and conclusions are reported in the PRIME**

FUNCTION 4: Liaise with Community Service Providers, Regional Groups and Provincial Bodies

- Duties:
- **To be aware of Community groups that may be well suited for partnership with VPD both operating and developing programs.**
 - **To attend Regional Conferences, Seminars and Workshops with regards to Restorative Justice practices.**
 - **To be familiar with the various types of Restorative Justice models and what ones are being practiced in Vancouver.**
 - **To seek strategies and best practices from other police agencies.**
 - **To maintain a good working relationship with Youth Crown Council and Duty Council in Vancouver in order to gain case information and to keep Crown abreast of the extrajudicial measures practiced by VPD.**

FUNCTION 5: Ensure all computer and hard-copy information is up to date and accurate

- Duties:
- **Ensure that all cases that are not to be referred are processed by other means.**
 - **Ensure that all information is organised in a logical and accessible manner. This includes periodic reports and information from Service Providers, memorandums of understanding, information relating to police referrals and policy and procedure documents.**
 - **Maintain and develop task specific forms and web site procedures to best suite the referral process and streamline the information collection process.**

FUNCTION 6: Update Members regarding Referral Process

- Duties:
- **Through the Training Section/Web Master, coordinate YCJA, PRIME and Referral updates for members.**

SECTION 4

Human Characteristics

What special knowledge, skills and abilities are necessary to perform the job effectively?

- Excellent interpersonal skills and the ability to build and develop relationships with a variety of different partners including police and non-police agencies. Above average computer skills.
- The ability to maintain an effective working relationship with clients, public, police members
- Exceptional communication skills with public in person and on phone
- Exceptional organizational skills and ability to multi-task
- Good knowledge of the school system and the ability to communicate with Administration
- Good knowledge of the Vancouver Police Department and its procedures
- Exceptional knowledge in dealing with "at risk youth", knowing their environment, and needs, as well as the ability to work with the families
- Proficient computer skills in using Word, Excel to produce databases, spreadsheets, departmental forms
- Ability to seek appropriate referral service providers for VPD to partner with
- Should be self motivated and able to work without direct supervision
- Have the ability to work cooperatively with diverse agencies and organizations

SECTION 5

QUALIFICATIONS

What experience, length of service or previous assignments is required to do the job effectively?

- Must have experience in educational or public speaking
- Extensive experience with youth an absolute necessity

ASSETS:

- Experience with youth justice work, probation, youth court liaison, special ed. assistant
- Experience in facilitating/mediating victim/offender conflict
- Prior experience as youth leader at community centers or non-profit societies
- Graduate of College or University with a minor/major in Criminology, Youth Justice, Psychology, Social Work etc.

If this position is filled by a Police Officer, the applicant should have a minimum of 5 years service and a wide variety of experience including, patrol and administrative duties.

Completed by: G. Thomson 1469 Date: 2006-January-06

Approved by: Date:

VANCOUVER POLICE DEPARTMENT

POSITION PROFILE

Rank: Constable

Last Updated: 14 March 2006

Section/Unit: Information and Privacy Unit

Summary: Responds to FOI requests by locating pertinent information in Departmental databases/records, appropriately vetting, and releasing in accordance with Section and legislated time lines.

FUNCTIONS

Function	Description
Case/File Management	Manages all aspects of assigned cases, which includes the maintenance of files and documentation in a manner prescribed by the Section. Prepares and co-ordinates relevant documentation to ensure thoroughness in the investigation(s).
Information Management Processing	Coordinates and tracks information to meet section needs. Maintains a data base and disseminates information to assist in meeting section and Departmental objectives.
FOI Report Preparation	In response to FOI requests, locates and vets related documentation. Synthesizes and presents this documentation in a written format that meets legislated requirements, and maintains the integrity of sensitive or ongoing investigations.
Resource Person	Acts as a resource person to police members, government agencies and the community on section related matters. Responds to inquiries from the media and the community. Communicates information on a one-to-one basis, in the classroom setting, and in public settings.

CORE COMPETENCIES

Function	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Seeks improved individual and organizational

CORE COMPETENCIES

Function

Description

performance and results): Manages own performance based on external feedback and self-assessment.

Mentoring Helps others learn by setting a positive example.

Communication

Clearly communicates orally and in writing. Communicates clearly, concisely and logically. **Oral Communication:** Communicates clearly, concisely and logically. **Written Communication:** Writes in a complete, clear and concise manner.

Community Focus

Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. **Public Participation** (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a area. **Community Policing:** (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. **Customer Focus:** (Develops organizational actions, values & services that focus on customer needs.) Give complainants, victims and other citizens best effort to ensure customer satisfaction.

Resource Management

Works effectively and efficiently within financial, human and physical resources. **Work Management** (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the require standard. **Financial Planning** (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.

Leadership

Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. **Goal Achievement** (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. **Fostering Values** (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. **Planned Change** (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.

Problem Solving & Decision Making

Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. **Problem Solving:** Identifies problems, conducts background research, and provides recommendations. **Decision-Making:** Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency	Description
Position Specific Knowledge	Demonstrates practical knowledge of the Freedom of Information and Privacy Act. Demonstrates sound working knowledge of Departmental reporting databases and investigative requirements. Demonstrates the ability to meet time lines and reporting requirements as per Section and legislative standards.
Investigative Administrative Skills	Demonstrates a strong working knowledge of PRIME and its role in the investigative function. Displays ability to prioritize, assign and manage cases; and maintain BF schedules/critical time lines.
Organizational Awareness	Demonstrates the ability to understand and manage relationships within the VPD and other groups, agencies or organizations. Recognizes who the key decision-makers are and predicts how new events or situations will affect all stakeholders. Operates effectively within the VPD's or other organization's informal structure.
Technical Writing	Report Demonstrates the ability to incorporate information from multiple sources into concise written / schematic documents that detail investigative results.

QUALIFICATIONS/REQUIREMENTS

Required	Preferred
Experience: Type and Length	Experience: Type and Length
5 years experience as PC	10 years experience as PC
Education:	Education:
Training:	Training:
FOI related training	
Qualifications (Licences, Certificates, etc.):	Qualifications (Licences, Certificates, etc.):
Other:	Other:
Strong file management skills	

VANCOUVER POLICE DEPARTMENT

POSITION PROFILE

Rank: Police Constable

Last Updated: 2003-06-24

Position: Crime Analysis Team

Summary: Develops and implements a systematic process which is directed at providing timely and pertinent information relative to crime patterns and trend correlation.

FUNCTIONS

Function	Description
Tactical Analysis	Identifies specific and immediate crime problems by retrieving data from existing information systems. Provides weekly crime mapping.
Strategic Analysis	Provides statistical summaries to managers and investigators including weekly crime mappings. Analyzes long term crime trends.
Resource Person	Cultivates investigative resources including other police agencies, VPD Sections, other organizations, and individuals with valuable skills. Cultivates and manages informants using the established departmental procedures.
Crime Analysis Report Preparation	Prepares numerous reports on a wide range of topics relating to crime trends, security problems, crime prevention techniques and investigation status reports.

CORE COMPETENCIES

Competency	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Seeks improved individual and organizational performance and results): Manages own performance based on external feedback and self-assessment. Mentoring Helps others learn by setting a positive example.
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Communicates clearly, concisely and logically. Written Communication: Writes in a

CORE COMPETENCIES

Competency

Description

complete, clear and concise manner.

Community Focus

Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. **Public Participation** (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a area. **Community Policing:** (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. **Customer Focus:** (Develops organizational actions, values & services that focus on customer needs.) Gives complainants, victims and other citizens best effort to ensure customer satisfaction.

Resource Management

Works effectively and efficiently within financial, human and physical resources. **Work Management** (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the require standard. **Financial Planning** (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.

Leadership

Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. **Goal Achievement** (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. **Fostering Values** (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. **Planned Change** (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.

Problem Solving & Decision Making

Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. **Problem Solving:** Identifies problems, conducts background research, and provides recommendations. **Decision-Making:** Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency

Description

Position Specific Knowledge	Demonstrates a practical knowledge of data input/extraction. Demonstrates a strong ability to conduct Tactical/Strategic/Administrative analysis using a variety of databases, and other computer applications/programs. Displays an ability to interpret and co-ordinate data for the purpose of preparing reports suitable for directing police and community resources.
Enhanced Computer Skills	Demonstrates above average ability to use assorted software programs and applications to perform functions/responsibilities within the Section.
Analytical Ability	Maintains a high degree of technical competence using departmental databases, mapping, spreadsheet and word processing software. Applies knowledge of descriptive and inferential statistical methods. Applies police experience to the evaluation and interpretation of departmental data.
Analytical Report Preparation	Demonstrates the ability to incorporate information from departmental databases, spreadsheets and Word documents into concise written documents that guide investigative and tactical responses.

QUALIFICATIONS/REQUIREMENTS

Required

Experience: Type and Length

3 Years Police

Education:

Some Post Secondary

Training:

Qualifications (Licences, Certificates, etc.):

Preferred

Experience: Type and Length

5 Years Experience

Education:

Post Secondary in Criminology / Computer Science

Training:

Microsoft Office (Word / Excel / Access)

Extract program training

Investigator's Course

Qualifications (Licences, Certificates, etc.):

QUALIFICATIONS/REQUIREMENTS

Required

Use of Force

Other:

Preferred

Other:

DISTRICT ANALYSTS – JOB DESCRIPTION

- Browse all District PRIME reports from the previous day / weekend
- Record 'unique' information or MO's in a searchable crime log
- Peruse daily CAU ' Patrol Bulletins' and do further research and analysis as required
- Monitor daily thresholds for abnormalities and use ArcExplorer to analyze crimes for patterns, hotspots, suspects, MO's, time range etc.
- Use CORNET and work closely with the Chronic Offender Program (COP) to monitor the release of chronic offenders and other criminals of special interest
- Monitor hotspot maps and provide an appropriate analysis for Patrol members
- Maintain a list of problem premises for a response by Patrol
- Liaise with other VPD analysts as required (P&R, SOS, GIU, Robbery, CIS etc)
- Prepare timely crime reports for Patrol electronic parade briefings
- Attend 'Bravo' and 'Charlie' parades at least once per rotation for each team and more frequently if required
- Attend 'Weekly Crime Review' meetings and share information relative to potential targets and Crime Trends / MOs
- Submit target proposals to their District Target Teams and Strike Force
- Meet regularly with District management to discuss current crime trends / problems/ strategies / evaluation.



VANCOUVER POLICE DEPARTMENT JOB ANALYSIS QUESTIONNAIRE

Position: Robbery / Assault / Arson Analyst - Coordinator

Section: Major Crime Section

Division: Investigation

SECTION ONE

Job Summary

Briefly describe the purpose of the job, what is done, and how

The purpose of this job is to assist two supervisors, twenty plus investigators and two civilian support staff with the management and administration of information / intelligence, analysis, data maintenance, and liaison to help ensure the efficiency and effectiveness of the Robbery / Assault / Arson Unit.

SECTION TWO

JOB FUNCTIONS

List the functions of this job in order of importance

1. Review all incoming information and intelligence from both internal and external sources to determine: relevance to operational and historical files; potential threats; and maintain files of same.

2. Create and maintain data files on bank robberies, and other cases as directed, for the purpose of linking serial crimes and predicting future serial crime incidents using spreadsheets, link charts, timelines, mapping and other analytical tools.

3. Review, maintain and distribute information regarding parolees who are wanted by the Correctional Service of Canada in the Vancouver region.

4. Maintain contacts with the financial institution corporate security community and outside law enforcement agencies including the Correctional Service of Canada.

5. Provide experience and knowledge and act as a resource person to assist patrol members, investigators, supervisors, support staff and community partners as required.

SECTION THREE

DUTIES

In point form - List the major duties involved under each function that you have listed above:

FUNCTION 1: Review all incoming information and intelligence from both internal and external sources to determine: relevance to operational and historical files; potential threats; and maintain files of same.

Duties: **Check overnights, patrol bulletins, robbery and other bulletins of outside jurisdictions, and all other incoming information and**

intelligence for incidents of relevance and bring to the attention of Squad NCOs and / or investigator(s). Maintain files of same.

FUNCTION 2: Create and maintain data files on bank robberies, and other cases as directed, for the purpose of linking serial crimes and predicting future serial crime incidents using spreadsheets, link charts, timelines, mapping and other analytical tools.

Duties: Maintain Excel spreadsheets of bank robberies for sharing with the provincial coordinator and investigative partners; and to extract information regarding serial crimes, providing crime analysis and preventative analysis of these occurrences as required.

FUNCTION 3: Review, maintain and distribute information regarding parolees who are wanted by the Correctional Service of Canada in the Vancouver region.

Duties: Review daily information received from Federal authorities regarding parolees, distribute as required, and maintain files of same.

FUNCTION 4: Maintain contacts with the financial institution corporate security community and outside law enforcement agencies including the Correctional Service of Canada.

Duties: Maintain investigative contacts and contact telephone lists, liaise with financial institutions, other police jurisdictions on cross border serial

crimes. Act as the contact person within the unit to deal with day to day inquiries of an investigative nature from outside the Department. Provide professional advice regarding preventative measures that may be taken and investigative aids that may be deployed to assist in the prevention or investigation of occurrences.

FUNCTION 5: Provide experience and knowledge and act as a resource person to assist patrol members, investigators, supervisors, support staff and community partners as required.

Duties: **Be available to assist patrol members, investigators, supervisors, support staff and community partners as required in dealing with issues that may arise during, or as a result of an investigation.**

FUNCTION 6:

Duties:

SECTION 4

Human Characteristics

What special knowledge, skills and abilities are necessary to perform the job effectively?

Seasoned Investigator with experience in complex investigations and possesses analytical, problem solving and computer skills.

SECTION 5

QUALIFICATIONS

What experience, length of service or previous assignments is required to do the job effectively?

Experienced Investigation Division investigator with training in Strategic and Tactical Intelligence Analysis, Crime Analysis, Major Case Management, computer literate including Advanced Excel & I2 software training and keyboard skills.

Completed by: A.B Pearce Date: 06-01-18
Detective 268

Approved by: Date:

VANCOUVER POLICE DEPARTMENT

POSITION PROFILE

Rank: Constable

Last Updated: 20 Sept 2004

Section/Unit: Statement Analyst

Summary: Responsible for examining pure version statements to detect truthfulness or deception and forensic interviewing.

FUNCTIONS

Function	Description
Statement Analysis	Examines written statements to obtain information and detect truthfulness or deception. Provides instruction and advice on obtaining pure version statements.
Statement Analysis Training	Develops and delivers training programs to VPD personnel and recognized outside agencies with regards to statement analysis, obtaining written statements, and the use of view questionnaires.
“VIEW” Questionnaire Composition	Writes ‘view questionnaires’ for investigators. Provides instruction to investigators on the presentation and analysis of questionnaires. Conducts analysis of questionnaires.
Forensic Interviewing Participation	As a member of the Forensic Interview Team, acts as a resource to team members and/or personally conducts forensic interviews.
Investigative Resources Management	Cultivates investigative resources including other police agencies, VPD Sections, other organizations, and individuals with valuable skills. Cultivates and manages informants using the established departmental procedures.
Resource Person	Acts as a resource person to police members, government agencies and the community on section related matters. Responds to inquiries from the media and the community. Communicates information on a one-to-one basis, in the classroom setting, and in public settings.

CORE COMPETENCIES

Function	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Seeks improved individual and organizational performance and results): Manages own performance based on external feedback and self-assessment. Mentoring Helps others learn by setting a positive example.
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Communicates clearly, concisely and logically. Written Communication: Writes in a complete, clear and concise manner.

CORE COMPETENCIES

Function

Description

Community Focus

Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. **Public Participation** (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in an area. **Community Policing:** (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. **Customer Focus:** (Develops organizational actions, values & services that focus on customer needs.) Give complainants, victims and other citizens best effort to ensure customer satisfaction.

Resource Management

Works effectively and efficiently within financial, human and physical resources. **Work Management** (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the required standard. **Financial Planning** (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.

Leadership

Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. **Goal Achievement** (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. **Fostering Values** (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. **Planned Change** (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.

Problem Solving & Decision Making

Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. **Problem Solving:** Identifies problems, conducts background research, and provides recommendations. **Decision-Making:** Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency

Description

Position Specific Knowledge

Demonstrates a practical understanding of forensic interviewing skills. Demonstrates a proficiency in examining pure version statements to detect truthfulness or deception.

Interpersonal Skills

Maintains composure and effectively deals with others. Is patient and shows interest in others. Is easy to be around and is approachable. Makes people feel appreciated and in touch with the person. Others turn to this individual for advice and support.

POSITION SPECIFIC COMPETENCIES

Competency

Description

Interviewing Skills

Demonstrates an ability to interview victims/witnesses/suspects related to crime. Employs appropriate technique or style given specific demands of investigation or interview (e.g. Cognitive/Step-wise/Reid/Forensic).

QUALIFICATIONS/REQUIREMENTS

Required

Experience: Type and Length

Prior investigative experience

Minimum 5 years police service

Education:

Training:

Qualifications (Licences, Certificates, etc.):

Other:

Preferred

Experience: Type and Length

5 years investigative experience

10 years police service

Education:

Training:

Reids Interviewing and Interrogation Course

CPC Polygraph School

SCAN Statement Analysis

Hypnosis

Assessment Centre Assessor's Course

Qualifications (Licences, Certificates, etc.):

Certification with Canadian Association of Police Polygraphist; and American Polygraph Association

Other:

VANCOUVER POLICE DEPARTMENT

POSITION PROFILE

Rank: Constable

Last Updated: 14 March 2006

Section/Unit: Health and Safety Unit

Summary: Ensures that workplace standards, as required by WCB and other regulatory bodies, are maintained. Administers multiple health and safety programs. Identifies and investigates workplace hazards.

FUNCTIONS

Function	Description
Education	Provides education and training to the community on a one-to-one basis and in a group setting. Prepares training bulletins and other written information relevant to the department and/or community.
Information Management Processing	Coordinates and tracks information to meet section needs. Maintains a data base and disseminates information to assist in meeting section and Departmental objectives.
Policy Development/Implementation	Works with relevant stakeholders in the development and implementation of section and/or Departmental policy. Develops protocol and policy that is consistent with current case law and needs of section and/or Department.
Program Coordination	Works with all stakeholders to identify section needs and secure the resources necessary to achieve section and/or Departmental goals. Administers and delivers section specific programs in accordance with Departmental needs.

CORE COMPETENCIES

Function	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Seeks improved individual and organizational performance and results): Manages own performance based on external feedback and self-assessment. Mentoring Helps others learn by setting a positive example.
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Communicates clearly, concisely and logically. Written Communication: Writes in a complete, clear and concise manner.
Community Focus	Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. Public Participation (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a area. Community Policing: (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. Customer Focus: (Develops organizational actions, values & services that focus on customer needs.) Gives complainants, victims and other citizens best effort to ensure customer satisfaction.
Resource Management	Works effectively and efficiently within financial, human and physical resources. Work Management (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the require standard. Financial Planning (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.
Leadership	Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. Goal Achievement (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. Fostering Values (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. Planned Change (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.
Problem Solving & Decision Making	Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. Problem Solving: Identifies problems, conducts background research, and provides recommendations. Decision-Making: Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency	Description
Position Specific Knowledge	Demonstrates a practical understanding of the workplace standards required by WCB, and other regulatory bodies. Demonstrates the ability to administer multiple health and safety programs. Demonstrates the ability to identify and investigate workplace hazards.
Organizational Awareness	Demonstrates the ability to understand and manage relationships within the VPD and other groups, agencies or organizations. Recognizes who the key decision-makers are and predicts how new events or situations will affect all stakeholders. Operates effectively within the VPD's or other organization's informal structure.
Technical Writing	Report Demonstrates the ability to incorporate information from multiple sources into concise written / schematic documents that detail investigative results.
Time Management Skills	Demonstrates an ability to prioritize multiple tasks while performing duties effectively and efficiently. Maintains scheduled time lines. Responds and adapts to shifting priorities.

QUALIFICATIONS/REQUIREMENTS

Required	Preferred
Experience: Type and Length	Experience: Type and Length
5 years experience as PC	10 years experience as PC
Education:	Education:
Training:	Training:
Microsoft Office	WCB or workplace standards related courses
Qualifications (Licences, Certificates, etc.):	Qualifications (Licences, Certificates, etc.):
Other:	Other:
Strong file management skills	

VANCOUVER POLICE DEPARTMENT

POSITION PROFILE

Rank: Sergeant

Last Updated: 14 March 2006

Section/Unit: Career Development Unit

Summary: Co-ordinates the design and delivery of the Performance Development program and the training of end users. Administers the promotional process(es) and works cooperatively with panels/committees to maintain process integrity and make recommendations for improvements.

FUNCTIONS

Function	Description
<p>Controlling Administrative Sgt</p>	<p>– Discipline: Maintains discipline at a Team/Squad level as per departmental regulations and legal requirements (Police Act, Criminal Code). Investigates citizen complaints against members when assigned by management or Internal Investigations Squad. Deals with performance problems and issues using the departments approved labour process. Administrative Duties: Provides Administrative controls on numerous Functions including, reconciliation accounting, time entry, current and projected duty sheets, annual leaves and other miscellaneous leaves. Generates reports on the above as well as other activities relating to squad/team/section functions and responsibilities. Project Management: Assigns projects to the appropriate members. Reviews projects/assignments with members on a one-to-one basis and in a group setting. Ensures that the necessary resources are applied to each project/assignment.</p>
<p>Leading and Directing – Administrative Sgt</p>	<p>Performance Development: Identifies Performance standards for Team members, monitors individual Performance, provides and solicits feedback and assists members in eliminating gaps in performance, assists members in career Planning by facilitating in-service training and job rotation within the Department. Completes formal reports on subordinates' performance. Work Load Management: Monitors the work demands (i.e. incoming calls/cases) for the Section or Team and assigns workload based on priority. Ensures adequate and safe levels of deployment to facilitate the successful resolution of incidents and apprehension of suspects. Makes contact with complainants and/or victims, advising them of delays and/or case status. When necessary ensures that crime scenes are preserved for Forensic applications and evidence is processed correctly. Motivation: Creates an environment that is positive and encouraging and assists members to reconcile their personal goals with organizational goals. Crime Scene Supervision: Supervises crime scenes when necessary, ensuring that evidence, witnesses, and victims are dealt with in an appropriate manner. Provides selective information to the</p>

FUNCTIONS

Function	Description
	media and provides guidelines for the release of information. Communicates with the coroner, pathologist, forensic investigators, other specialists, and prosecutors.
Organizing	Deploys members in accordance with Division, District, Team, or Section objectives, safety considerations, labor relations guidelines, personnel compatibility and crime analysis projects. Prepares projected duty rosters and partnerships in accordance with the above considerations.
Planning	Facilitates the establishment of goals and objectives for the Team or Section and assists in devising strategies for achievement of these goals. Plans crime reduction and crime prevention strategies and includes team members in this process. Gathers and uses appropriate intelligence to guide planning process. Sets and communicates standards for individual members and team performance. Communicates plan in both written and verbal format.
Performance Development Administration	Facilitates delivery of the Performance Development program. Monitors compliance rates and delivers ongoing training to end users. Conducts on-going status checks in an attempt to improve program delivery.
Promotion Process Administration	Works in collaboration with selection committees and panels to schedule and deliver all aspects of the Sgt Selection Process. Tracks results and provides guidance to involved candidates. Makes recommendations re policy changes and appeals to governing committee(s). Assists with Inspector Selection Process as required.

CORE COMPETENCIES

Function	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review: (Seeks improved individual and organizational performance and results). Provides feedback to others based on established targets and criteria. Mentoring: Models the qualities that are expected by other employees.
Communication	Clearly communicates orally and in writing. Oral Communication: Facilitates group discussion ensuring involvement of all participants. Written Communication: Writes formal and informal reports in a clear and concise manner.
Community Focus	Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. Public Participation (Incorporates public

CORE COMPETENCIES

Function

Description

input and feedback) Demonstrates understanding of different techniques for public consultation.
Community Policing: (Identifying and solving underlying community problems) Develops programs that address crime and order problems and their underlying problems. **Customer Focus:** (Develops organizational actions, values & services that focus on customer needs.) Promotes a customer service ethic among others.

Resource Management

Works effectively and efficiently within financial, human and physical resources. **Work Management** (Manages multiple tasks and priorities for maximum personal and organizational success.) Organize resources in such a way as to capitalize on strengths of staff by understanding their interests. **Financial Planning** (Plans for the financial well being of the organization) Assists in preparing and provides input into operational budgets.

Leadership

Influencing, with integrity, others toward a desired direction to achieve the organization's mission goals, and fostering organizational values. **Goal Achievement** (Motivates and influences people toward the achievement of goals.) Exemplifies department values to align team members' efforts with organizational goals. **Fostering Values** (Demonstrates and promotes organizational values of the department) Consistently promotes the development of Departmental values by setting an example for others to follow. **Planned Change** (Facilitates planned organizational change) Responds to planned changes in a planned and deliberate way.

Problem Solving & Decision Making

Analyzing and developing appropriate solutions to problems evaluating a course of action reaching logical decisions. **Problem Solving:** Uses the systems approach to problem solving. **Decision Making:** Is objective when making decisions, especially concerning emotional issues, to ensure consistency of judgment.

POSITION SPECIFIC COMPETENCIES

Competency

Description

Position Specific Knowledge

Specific

Demonstrates a practical understanding of Performance Development including program design/delivery and the training of end users. Demonstrates practical knowledge of the Promotion Process and the ability to work cooperatively with panels/committees to maintain process integrity and make recommendations for improvements.

Effective Presentation Skills

Communicates comfortably and clearly in a public or classroom setting. Employs a variety of training aids to develop, enhance and/or deliver subject matter. Prepares lesson plans in prescribed format.

POSITION SPECIFIC COMPETENCIES

Competency	Description
Enhanced Computer Skills	Demonstrates above average ability to use assorted software programs and applications to perform functions/responsibilities within the Section.
Technical Report Writing	Demonstrates the ability to incorporate information from multiple sources into concise written / schematic documents that detail investigative results.

QUALIFICATIONS/REQUIREMENTS

Required	Preferred
Experience: Type and Length	Experience: Type and Length
Substantive NCO	
Education:	Education:
Training:	Training:
Microsoft Office	Effective Presentation course SAP Performance Development course
Qualifications (Licences, Certificates, etc.):	Qualifications (Licences, Certificates, etc.):
Other:	Other:
Strong organizational/writing skills	

VANCOUVER POLICE DEPARTMENT
POSITION PROFILE

Rank: Constable

Last Updated: 20 Sept 2004

Section/Unit: Robbery/Assault

Summary: Responsible for all aspects relating to Robbery/Assault investigations including conducting interviews with victims, witnesses, suspects and other persons having information relating to the investigation; acts as a resource to other police members and agencies.

FUNCTIONS

Function	Description
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Gathering and Handling of Evidence	Manages and co-ordinates the gathering of evidence relating to all investigations. Co-ordinates the gathering of physical evidence with Forensic and other specialty investigators. Ensures documentation of all activities. Conducts interviews with victims, witnesses, suspects and other persons having information relating to the investigation. Conducts interrogation sessions with suspects and accused persons.
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Case/File Management	Manages all aspects of assigned cases, which includes the maintenance of files and documentation in a manner prescribed by the Section. Prepares and co-ordinates relevant documentation to ensure thoroughness in the investigation(s).
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Witness/Victim Management	Manages all activities surrounding the activities of witnesses and / or victims of crimes as they relate to the crimes investigated. Includes the locating of witnesses and victims, providing security and other logistics and obtaining statements. Ensures victims and / or witnesses obtain the necessary resources and assistance to carry out their duties.
----------------------------------	---

Court Preparation & Presentation	Prepares all documentation, evidence and reports necessary to process offenders in court. Conducts follow-up and corroborative evidence as required by the Section and the Crown Counsel. Prepares all documentation and reports relating to the prosecution of offenders in court.
---	---

Intelligence Gathering	Gathers and co-ordinates information on persons/locations/vehicles of interest to the section in an attempt to guide enforcement efforts.
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CORE COMPETENCIES

Function	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Seeks improved individual and organizational performance and results): Manages own performance based on external feedback and self-assessment. Mentoring Helps others learn by setting a positive example.
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Communicates clearly, concisely and logically. Written Communication: Writes in a complete, clear and concise manner.
Community Focus	Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. Public Participation (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a area. Community Policing: (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. Customer Focus: (Develops organizational actions, values & services that focus on customer needs.) Gives complainants, victims and other citizens best effort to ensure customer satisfaction.
Resource Management	Works effectively and efficiently within financial, human and physical resources. Work Management (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the require standard. Financial Planning (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.
Leadership	Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. Goal Achievement (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. Fostering Values (Demonstrates and promotes organizational values of the department) Treats every one fairly and with respect and dignity to maintain a positive working environment. Planned Change (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.
Problem Solving & Decision Making	Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. Problem Solving: Identifies problems, conducts background research, and provides recommendations. Decision-Making: Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency	Description
Position Specific Knowledge	Demonstrates a practical knowledge of the Criminal code statutes and laws relating to Robbery/Assault investigations. Demonstrates practical knowledge of legal processes including various classes of search and arrest warrants. Demonstrates practical knowledge of forensic crime scene reconstruction. Demonstrates a practical understanding of the techniques of forensic interviewing.
Flexibility	Demonstrates ability to modify behavioral style, to adjust to changing social values and to adapt to changing work responsibilities and methods. Modifies personal life to adapt to variable working hours and extended tours of duty as well as scheduled and non scheduled callouts.
Teamwork	Contributes to team activities, shares ideas/information and experience with team members, and demonstrates commitment to team decisions and goals. Participates effectively in group discussions and activities and encourages others to do the same. Provides direction, vision, support, and encouragement to teams, groups, and/or individuals
Interviewing Skills	Demonstrates an ability to interview victims/witnesses/suspects related to crime. Employs appropriate technique or style given specific demands of investigation or interview (e.g.. Cognitive/Step-wise/Reid/Forensic).

QUALIFICATIONS/REQUIREMENTS

Required	Preferred
Experience: Type and Length	Experience: Type and Length
Prior investigative experience	3 years investigative experience in investigative role
Education:	Education:
Training:	Training:
	Major Crime Investigators Course
	Interviewing and Interrogating Course
	Major Crime Management Course
	Surveillance Course (STAR or Special O)

QUALIFICATIONS/REQUIREMENTS

Required

Preferred

Qualifications (Licences, Certificates, etc.):

Qualifications (Licences, Certificates, etc.):

Other:

Other:

VANCOUVER POLICE DEPARTMENT

POSITION PROFILE

Rank: Constable

Last Updated: 20 Sept 2004

Section/Unit: Statement Analyst

Summary: Responsible for examining pure version statements to detect truthfulness or deception and forensic interviewing.

FUNCTIONS

Function	Description
Statement Analysis	Examines written statements to obtain information and detect truthfulness or deception. Provides instruction and advice on obtaining pure version statements.
Statement Analysis Training	Develops and delivers training programs to VPD personnel and recognized outside agencies with regards to statement analysis, obtaining written statements, and the use of view questionnaires.
“VIEW” Questionnaire Composition	Writes ‘view questionnaires’ for investigators. Provides instruction to investigators on the presentation and analysis of questionnaires. Conducts analysis of questionnaires.
Forensic Interviewing Participation	As a member of the Forensic Interview Team, acts as a resource to team members and/or personally conducts forensic interviews.
Investigative Resources Management	Cultivates investigative resources including other police agencies, VPD Sections, other organizations, and individuals with valuable skills. Cultivates and manages informants using the established departmental procedures.
Resource Person	Acts as a resource person to police members, government agencies and the community on section related matters. Responds to inquiries from the media and the community. Communicates information on a one-to-one basis, in the classroom setting, and in public settings.

CORE COMPETENCIES

Function	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Seeks improved individual and organizational performance and results): Manages own performance based on external feedback and self-assessment. Mentoring Helps others learn by setting a positive example.
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Communicates clearly, concisely and logically. Written Communication: Writes in a complete, clear and concise manner.
Community Focus	Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. Public Participation (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a real world context. Community Policing: (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. Customer Focus: (Develops organizational actions, values & services that focus on customer needs.) Gives complainants, victims and other citizens best effort to ensure customer satisfaction.
Resource Management	Works effectively and efficiently within financial, human and physical resources. Work Management (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the required standard. Financial Planning (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.
Leadership	Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. Goal Achievement (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. Fostering Values (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. Planned Change (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.
Problem Solving & Decision Making	Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. Problem Solving: Identifies problems, conducts background research, and provides recommendations. Decision-Making: Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency	Description
Position Specific Knowledge	Demonstrates a practical understanding of forensic interviewing skills. Demonstrates a proficiency in examining pure version statements to detect truthfulness or deception.
Interpersonal Skills	Maintains composure and effectively deals with others. Is patient and shows interest in others. Is easy to be around and is approachable. Makes people feel appreciated and in touch with the person. Others turn to this individual for advice and support.
Interviewing Skills	Demonstrates an ability to interview victims/witnesses/suspects related to crime. Employs appropriate technique or style given specific demands of investigation or interview (e.g.. Cognitive/Step-wise/Reid/Forensic).

QUALIFICATIONS/REQUIREMENTS

Required	Preferred
Experience: Type and Length	Experience: Type and Length
Prior investigative experience	5 years investigative experience
Minimum 5 years police service	10 years police service
Education:	Education:
Training:	Training:
	Reids Interviewing and Interrogation Course
	CPC Polygraph School
	SCAN Statement Analysis
	Hypnosis
	Assessment Centre Assessor's Course
Qualifications (Licences, Certificates, etc.):	Qualifications (Licences, Certificates, etc.):
	Certification with Canadian Association of Police Polygraphist; and American Polygraph Association
Other:	Other:

VANCOUVER POLICE DEPARTMENT
POSITION PROFILE

Rank: Constable

Last Updated: 20 Sept 2004

Section/Unit: Forensic Identification Unit

Summary: Responsible for applying appropriate forensic processes and procedures to evidence with a working knowledge of all forensic processes and procedures; acts as a resource to other police members and agencies.

FUNCTIONS

Function	Description
Gathering of Forensic Evidence	Applies appropriate forensic techniques to collect evidence from crime scenes while ensuring that the integrity of the scene and the collection process is maintained.
Case/File Management	Manages all aspects of assigned cases, which includes the maintenance of files and documentation in a manner prescribed by the Section. Prepares and co-ordinates relevant documentation to ensure thoroughness in the investigation(s).
Forensic Identification of Offenders	Uses appropriate forensic processes and procedures to identify offenders. Provides forensic rationale, in verbal and written format, as to why evidence points to a specific offender(s).
Court Preparation & Presentation	Prepares all documentation, evidence and reports necessary to process offenders in court. Conducts follow-up and corroborative evidence as required by the Section and the Crown Counsel. Prepares all documentation and reports relating to the prosecution of offenders in court.

FUNCTIONS

Function

Description

Resource Person

Acts as a resource person to police members, government agencies and the community on section related matters. Responds to inquiries from the media and the community. Communicates information on a one-to-one basis, in the classroom setting, and in public settings.

CORE COMPETENCIES

Function

Description

Coaching

Providing instruction, guidance, advice and encouragement to help employees improve their job performance. **Performance Planning & Review** (Seeks improved individual and organizational performance and results): Manages own performance based on external feedback and self-assessment. **Mentoring** Helps others learn by setting a positive example.

Communication

Clearly communicates orally and in writing. Communicates clearly, concisely and logically. **Oral Communication:** Communicates clearly, concisely and logically. **Written Communication:** Writes in a complete, clear and concise manner.

Community Focus

Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. **Public Participation** (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a area. **Community Policing:** (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. **Customer Focus:** (Develops organizational actions, values & services that focus on customer needs.) Gives complainants, victims and other citizens best effort to ensure customer satisfaction.

Resource Management

Works effectively and efficiently within financial, human and physical resources. **Work Management** (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the require standard. **Financial Planning** (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.

CORE COMPETENCIES

Function

Description

Leadership

Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. **Goal Achievement** (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. **Fostering Values** (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. **Planned Change** (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.

Problem Solving & Decision Making

Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. **Problem Solving:** Identifies problems, conducts background research, and provides recommendations. **Decision-Making:** Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency

Description

Position Specific Knowledge

Demonstrates the ability to apply appropriate forensic processes and procedures to evidence. Demonstrates working knowledge of all forensic processes and procedures. Correctly interprets forensic evidence and renders expert opinions and conclusions.

Flexibility

Demonstrates ability to modify behavioral style, to adjust to changing social values and to adapt to changing work responsibilities and methods. Modifies personal life to adapt to variable working hours and extended tours of duty as well as scheduled and non scheduled callouts.

Teamwork

Contributes to team activities, shares ideas/information and experience with team members, and demonstrates commitment to team decisions and goals. Participates effectively in group discussions and activities and encourages others to do the same. Provides direction, vision, support, and encouragement to teams, groups, and/or individuals.

Enhanced Forensic Techniques

Demonstrates detailed knowledge of all forensic processes and procedures. Demonstrates ability to apply appropriate forensic processes and procedures to evidence. Correctly interprets forensic evidence and renders expert opinions and conclusions.

QUALIFICATIONS/REQUIREMENTS

Required

Experience: Type and Length

First Class Constable

Education:

Training:

CPC Forensic Identification Course

Qualifications (Licences, Certificates, etc.):

Other:

Preferred

Experience: Type and Length

Prior experience in SOCO

8 years police service

Education:

Training:

Investigators Level 1 & 2

Qualifications (Licences, Certificates, etc.):

Other:

VANCOUVER POLICE DEPARTMENT

POSITION PROFILE

Rank: Constable

Last Updated: 14 March 2006

Section/Unit: Planning and Research Section

Summary: Responsible for conducting research on current and future policy. Tracks and documents research and policy recommendations. Conducts research on related subject matter as assigned by Section.

FUNCTIONS

Function	Description
Case/File Management	Manages all aspects of assigned cases, which includes the maintenance of files and documentation in a manner prescribed by the Section. Prepares and co-ordinates relevant documentation to ensure thoroughness in the investigation(s).
Education	Provides education and training to the community on a one-to-one basis and in a group setting. Prepares training bulletins and other written information relevant to the department and/or community.
Policy Development/Implementation	Works with relevant stakeholders in the development and implementation of section and/or Departmental policy. Develops protocol and policy that is consistent with current case law and needs of section and/or Department.
Research	Conducts analysis of information, obtained from multiple sources, in an attempt to assess and improve the delivery of VPD services.

CORE COMPETENCIES

Function	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Seeks improved individual and organizational performance and results): Manages own performance based on external feedback and self-assessment. Mentoring Helps others learn by setting a positive example.

CORE COMPETENCIES

Function	Description
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Communicates clearly, concisely and logically. Written Communication: Writes in a complete, clear and concise manner.
Community Focus	Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. Public Participation (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a area. Community Policing: (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. Customer Focus: (Develops organizational actions, values & services that focus on customer needs.) Gives complainants, victims and other citizens best effort to ensure customer satisfaction.
Resource Management	Works effectively and efficiently within financial, human and physical resources. Work Management (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the require standard. Financial Planning (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.
Leadership	Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. Goal Achievement (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. Fostering Values (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. Planned Change (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.
Problem Solving & Decision Making	Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. Problem Solving: Identifies problems, conducts background research, and provides recommendations. Decision-Making: Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency

Description

Position Specific Knowledge	Specific	Demonstrates organizational awareness and a practical understanding of the Federal, Provincial and Municipal laws affecting Police deployment and policy. Demonstrates an ability to conduct objective research from multiple sources and to make recommendations regarding current and future policy. Demonstrates ability to produce high quality reports reflecting research and recommendations.
Analytical Ability		Maintains a high degree of technical competence using departmental databases, mapping, spreadsheet and word processing software. Applies knowledge of descriptive and inferential statistical methods. Applies police experience to the evaluation and interpretation of departmental data.
Organizational Awareness		Demonstrates the ability to understand and manage relationships within the VPD and other groups, agencies or organizations. Recognizes who the key decision-makers are and predicts how new events or situations will affect all stakeholders. Operates effectively within the VPD's or other organization's informal structure.
Technical Writing	Report	Demonstrates the ability to incorporate information from multiple sources into concise written / schematic documents that detail investigative results.

QUALIFICATIONS/REQUIREMENTS

Required

Experience: Type and Length

5 years experience as PC

Education:

Training:

Qualifications (Licences, Certificates, etc.):

Preferred

Experience: Type and Length

Education:

Training:

Microsoft Office

Qualifications (Licences, Certificates, etc.):

QUALIFICATIONS/REQUIREMENTS

Required

Preferred

Other: Other:

Strong analytical and writing abilities

Strong organizational awareness

VANCOUVER POLICE DEPARTMENT

POSITION PROFILE

Rank: Police Constable

Last Updated: 2003-06-24

Section/Unit: Telephone Response Team

Summary: Responsible for the investigation of (primarily) priority three calls with minimal suspect information and/or no significant follow-up requirements. Position functions include Case/File Management, Call Assessment, Resource Management, and Public Education among others.

FUNCTIONS

Function	Description
Case/File Management - PC	Manages all aspects of assigned cases, which includes the maintenance of files and documentation in a manner prescribed by the Section. Prepares and co-ordinates relevant documentation to ensure thoroughness in the investigation(s).
Telephone Response	Responds to incoming 911 calls that are priority 3 and/or contain minimal suspect information.
Call Assessment - TRT	Analyzes incoming 911 calls to determine nature of call, and whether Police attendance is required, given likelihood of forensic evidence recovery. Forwards calls to appropriate units for follow-up where necessary.
Court Preparation & Presentation	Prepares all documentation, evidence and reports necessary to process offenders in court. Conducts follow-up and corroborative evidence as required by the Section and the Crown Counsel. Prepares all documentation and reports relating to the prosecution of offenders in court.
Resource Management	Cultivates investigative resources including other police agencies, VPD Sections, other organizations, and individuals with valuable skills. Cultivates and manages informants using the established departmental procedures.
Public Education	Provides education to public during routine contacts and in a formal setting. The subject of public education may include traffic problems, crime prevention, safety issues, nuisances, disaster planning and substance abuse.

CORE COMPETENCIES

Competency	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Seeks improved individual and organizational performance and results): Manages own performance based on external feedback and self-assessment. Mentoring Helps others learn by setting a positive example.
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Communicates clearly, concisely and logically. Written Communication: Writes in a complete, clear and concise manner.
Community Focus	Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. Public Participation (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a area. Community Policing: (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. Customer Focus: (Develops organizational actions, values & services that focus on customer needs.) Gives complainants, victims and other citizens best effort to ensure customer satisfaction.
Resource Management	Works effectively and efficiently within financial, human and physical resources. Work Management (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the require standard. Financial Planning (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.
Leadership	Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. Goal Achievement (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. Fostering Values (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. Planned Change (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.
Problem Solving & Decision Making	Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. Problem Solving: Identifies problems, conducts background research, and provides recommendations. Decision-Making: Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency	Description
Position Specific Knowledge	Demonstrates an understanding of the T RT role in addressing priority 3 c alls to meet cit izen-reporting needs and maximize patrol availability. D emonstrates an understanding of when to use CIT U and/or Patrol for follow-up purposes.
Interpersonal Skills	Maintains composure and effectively deals with others. Is patient and shows interest in others. Is easy to be around and is approachable. Makes people feel appreciated and in touch with the person. Others turn to this individual for advice and support.

QUALIFICATIONS/REQUIREMENTS

Required	Preferred
Experience: Type and Length Generally, an accommodated position	Experience: Type and Length
Education: Some Post Secondary	Education: Some Post Secondary
Training: TRT Training (once assigned)	Training:
Qualifications (Licences, Certificates, etc.): Use of Force Other: Other:	Qualifications (Licences, Certificates, etc.):

VANCOUVER POLICE DEPARTMENT
POSITION PROFILE

Rank: Police Constable

Last Updated: 2003-06-24

Section/Unit: Block Watch Coordinator

Summary: Assumes the role of a resource person in the community to assist neighbourhoods in being proactive in crime prevention. Position functions include recruiting Block Watch applicants maintaining current blocks, producing newsletters, managing information, and supervising a part-time civilian assistant.

FUNCTIONS

Function	Description
Education	Provides education and training to the community on a one-to-one basis and in a group setting. Prepares training bulletins and other written information relevant to the department and/or community.
Community Resource Management	Takes part and assists in the co-ordination of community events. Involves self in site preparation, event co-ordination, staffing, scheduling, training and other position-associated duties.
Problem Oriented Policing	Participates in the community based policing model by acting as community team leader in identifying problems that damage the quality of life, then works through the community as a whole to find and apply solutions to those problems. Utilizes the formal problem solving process.

CORE COMPETENCIES

Competency	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Seeks improved individual and organizational performance and results): Manages own performance based on external feedback and self-assessment. Mentoring Helps others learn by setting a positive example.
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Communicates clearly, concisely and logically. Written Communication: Writes in a complete, clear and concise manner.
Community Focus	Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. Public Participation (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a area. Community Policing: (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. Customer Focus: (Develops organizational actions, values & services that focus on customer needs.) Gives complainants, victims and other citizens' best effort to ensure customer satisfaction.
Resource Management	Works effectively and efficiently within financial, human and physical resources. Work Management (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the require standard. Financial Planning (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.
Leadership	Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. Goal Achievement (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. Fostering Values (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. Planned Change (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.
Problem Solving & Decision Making	Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. Problem Solving: Identifies problems, conducts background research, and provides recommendations. Decision-Making: Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency

Description

Position Specific Knowledge	Demonstrates intimate knowledge of the block watch program to: standardize the program city-wide, integrate service into all Community Policing Centres', and to maintain a cadre of motivated volunteers and area co-ordinators. Demonstrates knowledge of CPTED, target hardening, locks and alarm systems and other crime prevention techniques.
Enhanced Computer Skills	Demonstrates above average ability to use assorted software programs and applications to perform functions/responsibilities within the Section.
Public Speaking	Communicates comfortably and clearly in public settings using a variety of mediums to deliver speeches/presentations. Prepares talks/presentations in an organized and logical manner.

QUALIFICATIONS/REQUIREMENTS

Required

Experience: Type and Length

3 Years Police

Education:

Some Post Secondary

Training:

Qualifications (Licences, Certificates, etc.):

Use of Force

Preferred

Experience: Type and Length

5 – 8 Years Police

Education:

Some Post Secondary

Training:

Microsoft Office (including PowerPoint)

Corel

EPP

Microsoft Access

CPTED

Qualifications (Licences, Certificates, etc.):

QUALIFICATIONS/REQUIREMENTS

Required

Preferred

Other:

Other:

VANCOUVER POLICE DEPARTMENT

POSITION PROFILE

Rank: Police Constable

Last Updated: 2003-06-24

Section/Unit: Community Services-Business Liaison Officer

Summary: Assumes the role of crime prevention officer for the business community. Job functions include business crime analysis, report writing, education, public speaking and the development of crime prevention programs.

FUNCTIONS

Function	Description
Business Crime Analysis	Gathers information on business related crimes such as shoplifting, hold-ups, frauds and security issues. Ensures crime analysis information is prepared and provided to the community on these activities.
Education	Provides education and training to the community on a one-to-one basis and in a group setting. Prepares training bulletins and other written information relevant to the department and/or community.
Report Preparation	Prepares numerous reports on a wide range of topics relating to crime trends, security problems, crime prevention techniques and investigation status reports.
Resource Person	Acts as a resource person to police members, government agencies and the community on section related matters. Responds to inquiries from the media and the community. Communicates information on a one-to-one basis, in the classroom setting, and in public settings.
Public Relations	Acts as a public relations officer in the business community by maintaining a high visibility uniform presence at fund raising and social events.

CORE COMPETENCIES

Competency	Description
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Seeks improved individual and organizational performance and results): Manages own performance based on external feedback and self-assessment.

CORE COMPETENCIES

Competency

Description

Mentoring Helps others learn by setting a positive example.

Communication

Clearly communicates orally and in writing. Communicates clearly, concisely and logically. **Oral Communication:** Communicates clearly, concisely and logically. **Written Communication:** Writes in a complete, clear and concise manner.

Community Focus

Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. **Public Participation** (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a real area. **Community Policing:** (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. **Customer Focus:** (Develops organizational actions, values & services that focus on customer needs.) Gives complainants, victims and other citizens best effort to ensure customer satisfaction.

Resource Management

Works effectively and efficiently within financial, human and physical resources. **Work Management** (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the require standard. **Financial Planning** (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.

Leadership

Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. **Goal Achievement** (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. **Fostering Values** (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. **Planned Change** (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.

Problem Solving & Decision Making

Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. **Problem Solving:** Identifies problems, conducts background research, and provides recommendations. **Decision-Making:** Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency	Description
Position Specific Knowledge	Displays a working knowledge of CPTED techniques in relation to businesses. Effectively manages the Shoplifting Release Program, trains retail investigators in CCC and RCC requirements. Demonstrates a practical knowledge of various alarm and video security systems.
Security Assessment	Demonstrates a thorough knowledge of target hardening and crime and loss prevention concepts and techniques. Demonstrates familiarization with alarm and video security systems. Provides CPTED information to clients.
Effective Presentation Skills	Communicates comfortably and clearly in a public or classroom setting. Employs a variety of training aids to develop, enhance and/or deliver subject matter. Prepares lesson plans in prescribed format.

QUALIFICATIONS/REQUIREMENTS

Required	Preferred
Experience: Type and Length	Experience: Type and Length
3 Years Police	5 – 8 Years Police Previous Neighbourhood or Community Policing experience
Education:	Education:
Some Post Secondary	Some Post Secondary
Training:	Training:
	NIST EPP or Equivalent CPTED Course Security and Video Surveillance systems training Computer Courses (Word / Excel / Access) COV – Facilitating Group Decision Making
Qualifications (Licences, Certificates, etc.):	Qualifications (Licences, Certificates, etc.):

QUALIFICATIONS/REQUIREMENTS

Required

Preferred

Use of Force

Other:

Other:

VANCOUVER POLICE DEPARTMENT

POSITION PROFILE

Rank: Police Constable

Last Updated: 2003-06-24

Section/Unit: Traffic Support Unit

Summary: Acts as a traffic resource person to departmental members, government agencies and other police agencies through research and analysis, training and community police services.

FUNCTIONS

Function

Description

Traffic Research

Conducts research and analysis relative to traffic issues in the community. Communicates findings and information by way of formal reports, public presentations and classroom training. Researches and reports on all traffic matters in the Department.

Program Development

Develops new and existing programs to reflect legislative and departmental amendments; includes the preparation of lesson plans and other training materials. Participates in the violation and police bylaw enforcement program.

Traffic Training

Provides training to members in a number of areas including Blood Kit usage, Approved Screening Devices and drug evaluation programs. Delivers training in the classroom setting and by way of training bulletins and public presentations.

Traffic Advisory

Provides opinions on a wide variety of traffic matters to VPD investigators and other government bodies.

Report Preparation

Prepares numerous reports on a wide range of topics relating to crime trends, security problems, crime prevention techniques and investigation status reports.

CORE COMPETENCIES

Competency

Description

Providing instruction, guidance, advice and encouragement to help employees improve their job performance. **Performance Planning & Review** (Seeks improved individual and organizational

CORE COMPETENCIES

Competency	Description
Coaching	performance and results): Manages own performance based on external feedback and self-assessment. Mentoring Helps others learn by setting a positive example.
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Communicates clearly, concisely and logically. Written Communication: Writes in a complete, clear and concise manner.
Community Focus	Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. Public Participation (Incorporates public input and feedback) Provides a street police officer's perspective in community planning. Identifies problems in a area. Community Policing: (Identifying and solving underlying community problems) Responds to citizens with sensitivity in needs of different cultural and special needs groups. Customer Focus: (Develops organizational actions, values & services that focus on customer needs.) Give complainants, victims and other citizens best effort to ensure customer satisfaction.
Resource Management	Works effectively and efficiently within financial, human and physical resources. Work Management (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses time and resources productively to complete investigations or projects that are complete, within diary dates and meet the require standard. Financial Planning (Plans for the financial well being of the organization) Understand basic budgetary restraints placed on the team and the organization.
Leadership	Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values. Goal Achievement (Motivates and influences people toward the achievement of goals.) Has a clear sense of work/career goals. Fostering Values (Demonstrates and promotes organizational values of the department) Treats everyone fairly and with respect and dignity to maintain a positive working environment. Planned Change (Facilitates planned organizational change) Supports planned organizational change by providing input in a constructive fashion.
Problem Solving & Decision Making	Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. Problem Solving: Identifies problems, conducts background research, and provides recommendations. Decision-Making: Quickly draws conclusions based on available information and initiates action promptly.

POSITION SPECIFIC COMPETENCIES

Competency

Description

Position Specific Knowledge

Demonstrates an intimate knowledge of legislation and municipal bylaws pertaining to traffic enforcement. Demonstrates practical and theoretical understanding of motorcycle riding, VIP escorts, crowd management, and public education/enforcement.

Effective Presentation Skills

Communicates comfortably and clearly in a public or classroom setting. Employs a variety of training aids to develop, enhance and/or deliver subject matter. Prepares lesson plans in prescribed format.

Analytical Ability

Maintains a high degree of technical competence using departmental databases, mapping, spreadsheet and word processing software. Applies knowledge of descriptive and inferential statistical methods. Applies police experience to the evaluation and interpretation of departmental data.

QUALIFICATIONS/REQUIREMENTS

Required

Experience: Type and Length

Previous Traffic Section(s) experience

First Class Constable

Education:

Training:

Qualifications (Licences, Certificates, etc.):

ASD/BTA (DataMaster)/Radar Instructor

DRE Instructor

Preferred

Experience: Type and Length

10 – 15 years Police experience

Previous experience in various traffic positions (Enforcement/Collision Invest/Comm vehicle)

Education:

Training:

ASD/BTA (DataMaster)/Radar Instructor

DRE Instructor

EPP or Equivalent

Microsoft Office

Qualifications (Licences, Certificates, etc.):

QUALIFICATIONS/REQUIREMENTS

Required

Preferred

Other:

Other:

Appendix I – Staffing of Forensic Identification Sections in the VPD and Three Other Canadian Police Services

Forensic Identification Section Civilianization Details:

Duties	Toronto PS	Calgary PS	Edmonton PS	Vancouver PD
Field investigation - evidence collection	Sworn members. One civilian crime scene planning/drawing technician – measures and diagrams scenes	Sworn members	Sworn members	Sworn members
AFIS (Auto mated Fingerprint Identification System) searches and comparisons	Civilian members	Civilian members	Sworn members	Civilian members
Photography and photo development	Photos taken by sworn members; developed by civilians	Photos taken by sworn members; developed by civilians	Photos taken by sworn members; developed by civilians	Evidentiary photos taken by sworn members. Other photos taken by civilians (e.g. security tags, ceremonies). All photos developed by civilians

Duties	Toronto PS	Calgary PS	Edmonton PS	Vancouver PD
Videography (videotaping, preparation & analysis)	Sworn members	Sworn members	Sworn members	Sworn members & civilian video analyst
Fingerprinting (criminal and security clearance)	Sworn members	Civilian members	Sworn members take criminal prints; special constables take security clearance prints	Provincial Jail staff takes in-custody prints. Civilians take out of custody prints (e.g. Appearance Notices). Civilians take security clearance prints.
External expertise (anthropologists, biologists, chemists etc.)	Contracted as required	Contracted as required	Contracted as required (usually from the local university)	Contracted as required
DNA collection	Sworn members	Sworn members	Sworn members	Sworn members

Duties	Toronto PS	Calgary PS	Edmonton PS	Vancouver PD
Lab work (firearms, handwriting, biological, DNA etc.)	Document, fingerprint and firearms analysis done in house photo lab work and document analysis done by civilians; fingerprint and firearms lab work done by sworn members, except for document fingerprints done by civilians; all other sent to Provincial lab	RCMP lab	RCMP lab	Firearms & tool marks done in-house by civilians. The rest sent to RCMP lab

Appendix J – The Role of Specially-Trained Civilians in Crime Scene Investigation and Forensic Units in Selected Police Departments

A preliminary review of materials from the websites for selected North America police departments and from a job career website in the U.K. illustrates the role of specially-trained civilians in crime scene investigation and in forensic units.

City of Miami Police Department Crime Scene Investigations

The City of Miami Police Department utilizes the various disciplines of forensic sciences in order to assist in investigations and to aid in the prosecution of criminal cases. The Crime Scene Investigation Unit is an integral part of the Criminal Investigation Section and there are two units. The Crime Scene Investigation Unit, the real “Miami CSI”, is comprised of civilian technicians and is involved in crime investigation activities throughout the City of Miami 24 hours a day 7 days a week. Whenever a crime occurs in the city, police officers or investigators arrive at the crime scene, secure the scene, make an assessment and, for further support, they may request the services of the Crime Scene Investigation Unit. The Unit’s technician staff are an extremely experienced cadre with an average of 12 years of expertise and are qualified to handle any and all types of crime, either conducting an analysis on their own part or as part of a team. The technicians are skilled in photography, evidence collection, fingerprint processing, sketching and in giving evidence in criminal court proceedings. Much of the work of these professionals is absolutely critical in determining the guilty or innocence of the suspects who are the subject of investigations.

Source: Miami Police Department website: <http://www.miami-police.org>.

Crime Scene Unit, Philadelphia Police Department

The Crime Scene Unit (hereafter referred to as the C.S. U.) is a highly-dedicated scientific organization comprised of both sworn and civilian personnel. Each day, members of this unit attempt to apply known scientific techniques and newly discovered forensic developments to aid investigators in the understanding of the crime scene. Experience, dedication and constant training are the hallmarks of efficacy, productivity and the successful resolution of crime scene investigations.

The Commanding Officer of the C.S.U. is a Lieutenant, who is responsible for the overall operation of the unit including staffing, budgetary and fiscal constraints, acquisition and allocation of forensic resources, overseeing complex forensic investigations and maintaining a high level of integrity regarding professional standards. The unit is staffed on a 24/7 schedule, i.e., 24 hours per day, and 7 days per week.

Source: <http://www.ppdonline.org>.

Grand Prairie (Texas) Police Department

The Grand Prairie Police Department has a staff of civilian investigators and police officers who are specially trained, equipped and assigned to collect physical evidence at the scene of a crime. This includes the recovery of latent fingerprints and prints; recovery of foot, tool, and tire impressions; photographing crime and collision scenes; preparing crime and collision scene sketches; collecting, preserving, and transmitting physical evidence, including biological materials; and comparing latent fingerprints and palm prints.

Source: <http://www.grandprairiepolice.org>

San Antonio (TX) Police Department

The Evidence Unit of the San Antonio Police Department is in the Major Crimes Section of the Investigations Division. The Evidence Unit is under the direction of a Lieutenant and is staffed by four sergeants and 52 evidence investigators, of

which 21 are Evidence Detectives (sworn positions) and 31 are Evidence Technicians (civilian positions). Personnel assigned to the Unit assist the Police Department's follow-up units by conducting investigations at crime scenes and by special processing of evidence in the Evidence Unit's lab. The Evidence Unit is a 24-hour-a-day operation, which conducts thorough searches of crime scenes, documents the scenes, and collects and preserves any physical evidence.

Aside from crime scene investigations, Evidence Unit members organize presentations for schools and groups throughout San Antonio. Members frequently use the Internet to develop their skills and introduce new techniques to the Unit. Evidence Unit personnel have developed training programs for the Unit, the Department and other agencies.

Personnel assigned to the Evidence Unit are constantly working to keep up with rapid advancements in scientific methods of evidence detection and processing of evidence. This requires continuous training for personnel of the Evidence Unit to remain current. New Evidence Detectives are required to successfully complete a comprehensive eighty-hour formal training program. Evidence technicians (non-sworn) must complete a 320-hour training program. Forensic light source, laser technology, and the Coleman vacuum chamber are some of the most recent and exciting breakthroughs in forensic science currently used by the Unit.

Civilianization of the Evidence Unit began September 20, 1997, with the hiring of seven "Evidence Technicians". The Unit has created 24 civilian positions since September 1997. Newly-hired civilian personnel receive 320 hours of training, certified by the Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE). Upon completion of the course, the Evidence Technicians experience one month of riding with an Evidence Unit Detective or an Evidence Technician. *The non-sworn members have brought to the Unit a tremendous amount of knowledge and experience, along with a fresh approach to crime scene investigation. The cooperation between Detectives and Evidence*

Technicians has produced an excellent working environment along with a higher quality work product. (emphasis added)

Source: <http://www.sanantonio.gov/sapd/>

Dallas (TX) Police Department Crime Scene Response Unit

The Crime Scene Response Unit is responsible for collecting and processing of evidence at crime scenes and for searching for fingerprint matches using the automated fingerprint identification system (AFIS). The squad conducts crime scene searches by identifying, collecting and preserving evidence to support criminal cases and for presentation in court. The unit is authorized 36 sworn personnel (three lieutenants, six sergeants, and 27 senior corporals) and 29 non-sworn personnel (one forensic video specialist, 22 crime technicians, five office assistants, and one photographic technician). Of these staff 21 sworn and 18 civilians are assigned to process crime scenes.

Source: <http://www.dallaspolice.net>

The United Kingdom

There is also extensive involvement of civilian personnel in crime scene investigation in the U. K. A common position is that of Scenes of Crime Officers (SOCOs) who work alongside patrol members and sworn investigative officers.

Scenes of crime officers (SOCOs), sometimes called crime scene investigators (CSIs) or crime scene examiners, work with police in the investigation of serious crime. They are usually civilians but in some police forces may be police officers in uniform or plain clothes. They are among the first to arrive at a crime scene and their job is to retrieve, examine and investigate physical evidence that may help to trace and convict criminals. They determine from the crime scene whether assistance from specialists, such as a forensic scientist, is needed. The scenes worked on can vary widely, from 'volume crime' such as burglary and vehicle crime, and 'major crime' such as rape or murder.

The main elements of the work are photography, fingerprinting, forensic examination and the collection of evidence such as blood samples, hair, fibres and paint samples. The evidence is collated and recorded by the SOCO and is used by an investigating officer to determine the facts of the crime. They may have to give evidence in court and are often required to attend post mortems.

Source: <http://www.learn-direct-advice.co.uk/helpwithyourcareer/jobprofiles/profile1060/>.

These materials suggest that a mixed sworn and civilian team of forensic specialists and crime scene investigators may be appropriate for the VPD. To this end, the Project Team recommends that a more detailed examination be conducted of the Forensic Identification Section, such an examination to be guided by best practices in police departments in North America and Great Britain.

A preliminary legal opinion offered by the VPD in-house lawyer was that there was nothing that forensic evidence gatherers/specialists/analysts would have to do that would require them to use powers specifically reserved for peace officers. A recently retired VPD member who spent many years in the Identification section stated that, other than being a crime scene without a police officer (safety issue), there would not be any reason why specially-trained civilians could not work in the section. His suggestion was that one of the major issues surrounding case investigation is the amount of time that sworn members in the Identification Section spend in the office examining and processing evidence. Specially-trained civilians might be very effective in assisting in these tasks.

Appendix K – IACP Model Policy on Civilianization

I.A.C.P. MODEL POLICY

I. PURPOSE:

The purpose of this policy is to establish this agency's commitment to and procedures for hiring and using civilian personnel.

II. POLICY

The efficiency and effectiveness of law enforcement agencies is enhanced when sworn and non-sworn personnel are appropriately used to perform those functions that are best suited to their special knowledge, skills and abilities. Therefore, this agency shall employ civilians for selected functions that do not require the authority of a commissioned officer, thereby freeing sworn personnel for enforcement functions and capitalizing upon the talents of all employees.

III. PROCEDURES

A. Civilian Position Classifications

This agency has approved a number of functions as suitable for civilian placement. In conjunction with the development of the annual budget, command staff will assess which additional positions, if any, should be authorized for civilian employment. Current civilian designated functions include but are not necessarily limited to the following:

- Planning and research
- Media relations
- Communications
- Records
- Animal control
- Property/evidence
- Victim advocacy
- Police auxiliary/reserve
- Parking enforcement
- School crossing control
- Accident investigation
- Legal affairs
- Fleet maintenance
- Detention
- Forensics

B. Authorized Duties

Duties and responsibilities of civilian employees shall be defined in job descriptions maintained in this agency's personnel office. In addition, the following shall be observed with respect to civilian employees:

1. Civilian employees shall not be requested to perform duties and responsibilities for which a commission as a sworn law enforcement officer is required.
 - a. However, in urgent circumstances when a female officer is not available, a female civilian employee may temporarily act as an observer during the care or detention of a female, or act as a witness during the photographing of a female crime victim.
2. Civilian personnel shall not use their employment status with this law enforcement agency as authority for or responsibility to enforce the law. Civilian employees have no authority to take enforcement actions beyond those authorized for any citizen under the laws of this state.
3. When on light-duty status, sworn personnel may be assigned temporarily to designated civilian positions only if a. additional qualified personnel are needed to assist in the job assignment, and b. the officer has or can be readily provided with the requisite knowledge and skills to adequately perform duties of the position.

C. Applicant Screening

1. Procedures for screening applicants for civilian positions shall conform to agency policy for sworn officers unless otherwise specified by the personnel job description.
2. All civilian employees assigned or having access to criminal history records, fingerprint files, investigative records, tactical information, emergency communications or other assignments or materials of a sensitive nature shall undergo a background investigation to include a criminal history check prior to employment.

D. Identification

1. All civilian employees shall be issued an agency identification card containing an up-to date photograph.
2. Photographic identification cards shall be color-coded to reflect the employee's security clearance as specified by the personnel office.
3. Civilian employees shall wear their personal identification card at all times while in the law enforcement agency and/or when dealing with the public as a police employee.

E. Training

1. Civilian personnel of this agency shall be provided with the following:
 - a. pre-service training, as required, that will prepare them for their job assignments and integrate them as productive members of this agency; and
 - b. in-service training that will maintain basic skills and develop new knowledge, skills and abilities for career development.
2. All newly appointed civilian personnel will receive an orientation program introducing them to this agency, to include the following:
 - a. agency role, purpose, goals, policies and procedures,
 - b. working conditions, rules and regulations, and rights and responsibilities of employees
3. Certain civilian positions within this agency require training on specific job responsibilities prior to assuming the position. Field training and formalized classroom instruction in these areas shall be successfully completed before duties are assumed.
4. Courses designed specifically for civilian employees will be provided on a periodic basis by and through the training authority of this agency. Announcements of course availabilities shall be provided to all affected employees in a timely manner. Participation depends upon supervisory approval.

F. Performance Appraisal

Civilian employees are subject to periodic performance appraisal in accordance with schedules and procedures established by this agency's personnel authority.

G. Volunteers

Civilian volunteers serving without pay are a valuable asset to this law enforcement agency and may be used in a variety of functions that will promote the agency's efficiency, effectiveness, mission and goals. Civilian volunteers are subject to the same provisions and restrictions governing other civilian employees as defined in this policy.

Appendix L – City of Vancouver Policies on Accommodation

Accommodation for Employees with Disabilities

Overview

What is the Accommodation Process?

The Accommodation Process is a planned team approach to facilitate the return to work for employees on a medical leave who have been diagnosed with a permanent disability due to an illness or injury. The City endeavours to provide meaningful and productive employment opportunities for employees returning to work based on their specific abilities and skills.

An accommodation may include adjustments or modifications to the employee's position. Any changes to the workplace must allow the employee to perform the essential duties associated with the position while permitting the department to maintain safety and productivity standards. Examples include the reorganization of tasks or changes to hours of work.

When an accommodation in the employee's position is not possible, the accommodation process may involve providing the employee with alternate work in a temporary assignment or ongoing work in a different position.

What are the benefits of this process?

The Accommodation process provides disabled employees with continued and meaningful employment within their identified abilities.

What are the legal implications?

Human rights legislation addresses the duty to accommodate. All parties involved including the employer, the union and the employee have an obligation to accommodate a disabled employee. The accommodation must not cause undue hardship to any party. Undue hardship is assessed on a case by case basis and may include such factors as a significant financial cost, major disruption of the collective agreement, withdrawal of workplace flexibility or compromising the safety of the employee and others in the workplace.

Policy

The City of Vancouver:

- is committed to assisting disabled employees in their desire to return to an active lifestyle, which includes meaningful and productive employment opportunities, when reasonably practicable, within their identified abilities, to the point of undue hardship and through the provision of benefit entitlements as applicable.
- will endeavour to accommodate employees through the provision of meaningful, productive employment opportunities when reasonably practicable to the point of undue hardship and through the provision of benefit entitlements as applicable.

Employment opportunities offered to employees will be commensurate with the individual's abilities and skills in consideration of the requirement to maintain a safe and productive work environment.

The need for accommodation will be considered on an individual basis. There will be variations depending on the circumstances in each case. The goal in all situations is to have a productive employee without negatively impacting operations, safety, or staff morale in the work site.

The City is not required to create a job which suits an employee's

abilities. The duty to accommodate does not extend to performance problems which are unrelated to discrimination.

The Accommodation Team Responsibilities

At the City of Vancouver, the Accommodation process is managed by the Accommodation Team, which is comprised of:

- Return to Work Co-ordinator
- Manager (refers to Managers or Supervisors)
- Human Resources Consultant
- Union Representative
- Occupational Health Physician
- Employee being accommodated

The team is responsible for the ongoing review and monitoring of the accommodation process and procedures, and ensures strict confidentiality in all cases. The employee is the client supported by all other team members.

Employee Responsibilities

In the accommodation process, the employee has a key role and responsibility to:

- Participate in the development of an appropriate accommodation plan.
- Participate fully and cooperate with the City's accommodation process.
- Provide the accommodation team with all information that may be relevant and impact the accommodation.
- Provide reasonable information or written confirmation as requested. This reasonable information does include providing confidential objective medical information to the City Occupational Health Physician to review with the employee's physician. Any confidential medical information will remain with the City's physician. Information provided to the City includes capabilities or limitations of the individual relating to the work situation.

Return to Work Coordinator

- Is responsible for ongoing case management of accommodation cases involving physical or mental disabilities.
- Works with managers, employees and union representatives when employees require accommodation and assists them in becoming familiar with the accommodation process.
- Manage the adjudication of WCB claims from the time the claim is

- initiated until the appropriate accommodation is achieved.
- Review case recommendations and cost implications with managers.
 - Develop/facilitate the work reintegration process.
 - Ensure communication is maintained with the unions with respect to relevant decisions in the accommodation process.
 - Ensure that no release from employment is initiated prior to concluding all possible accommodation attempts.
 - Refer cases (illness-related) to the Occupational Health Physician for medical confirmation on permanent partial disabilities.

Manager

- Is responsible for facilitating and implementing accommodation to the point of undue hardship.
- Is responsible for the employees reporting to them. Wherever possible the supervisor will endeavour arrange an accommodation in the employee's own job or within the work unit.
- In consultation with the Accommodation Team, clarify the individual's situation and the requirement for a possible accommodation.
- Ensures that essential job duties are reviewed and determines duties that can be modified with support from the Accommodation Team.
- Work together with the team to design and implement an appropriate plan.
- Be an active participant in the process and encourage the employee to participate by ongoing communication with the employee during the employee's leave of absence and involvement in the planning and preparation for a return to work.

Human Resources Consultant

- Assist the manager to become familiar with the accommodation process.
- Works with the Return to Work Co-ordinator, the manager, the employee and the union representative when an employee requires an accommodation.
- Provide guidance to managers and others as applicable on the implications of the collective agreement(s) and Human Rights Act in the accommodation process.
- Work with the Accommodation Team to identify potential vacancies or modification for consideration.
- Work with departments and Accommodation Team to ensure the employee is qualified to perform a task.
- Review case recommendations and cost implications with the manager.
- Ensure communication is maintained with the unions with respect to relevant decisions in the accommodation process.

Union Representative

- Encourage the employee's participation throughout the accommodation process and provides support to the employee.
- Work with the accommodation team to identify potential vacancies or modification for consideration.
- Ensure the collective agreement will not present a barrier to reasonable accommodation.

Occupational Health Physician

- Ensure that there is appropriate objective medical history to support a permanent partial disability by contacting the employee's treating physician to clarify and/or provide recommendations regarding medical information.

- Identify employee's capabilities/limitations then recommend the most appropriate course of action in light of the employee's medical condition.

Procedure

The following outlines the steps that will be followed when accommodating employees:

1. Identification of need for accommodation

- Request for accommodation may be made by:
 - An employee
 - A supervisor
 - The union
 - Human Resource Services

- The employee has the right to verify the need for accommodation and may request rationale or objective medical evidence in writing from a doctor.

2. Evaluation of employee capabilities and limitations

- Once the need for accommodation is identified and verified, the Accommodation Team is formed.
- An evaluation is made by the Accommodation Team to determine the employee's capabilities and limitations as they relate to the workplace. This evaluation may involve obtaining information from a third party.

3. Determination of accommodation within existing position

- It is the City's objective to accommodate an employee within their existing position wherever possible.
- Some methods to accommodate an employee include:
 - Modify, transfer, or eliminate job tasks
 - Modify work process or method
 - Adjust hours of work or rest periods
 - Provide assistive devices
 - Provide training
- Review previous accommodation methods of similar cases for successful strategies.

4. Explore accommodation in alternate positions

- If the City is unable to arrange an accommodation within the employee's existing position, exploration of alternate positions will be considered. See the Circle of Accommodation which describes the order in which a search for opportunities takes place.
- The same methods to accommodate an employee described for their current position will also apply for alternate positions.
- Some factors to consider when pursuing accommodation in an alternate position include:
 - Employee's classification and salary level –When a permanent accommodation is confirmed, the employee is appointed at the classification and rate of pay for the position they are filling.
 - Capabilities and limitations of the employee
 - Transferable skills
 - Operational needs
 - Collective agreements
 - Benefit alternatives (e.g., superannuation)
- As vacancies occur throughout the City, hiring staff need to ensure that priority consideration is given to employees requiring accommodation.

5. Exhaustion of accommodation measures

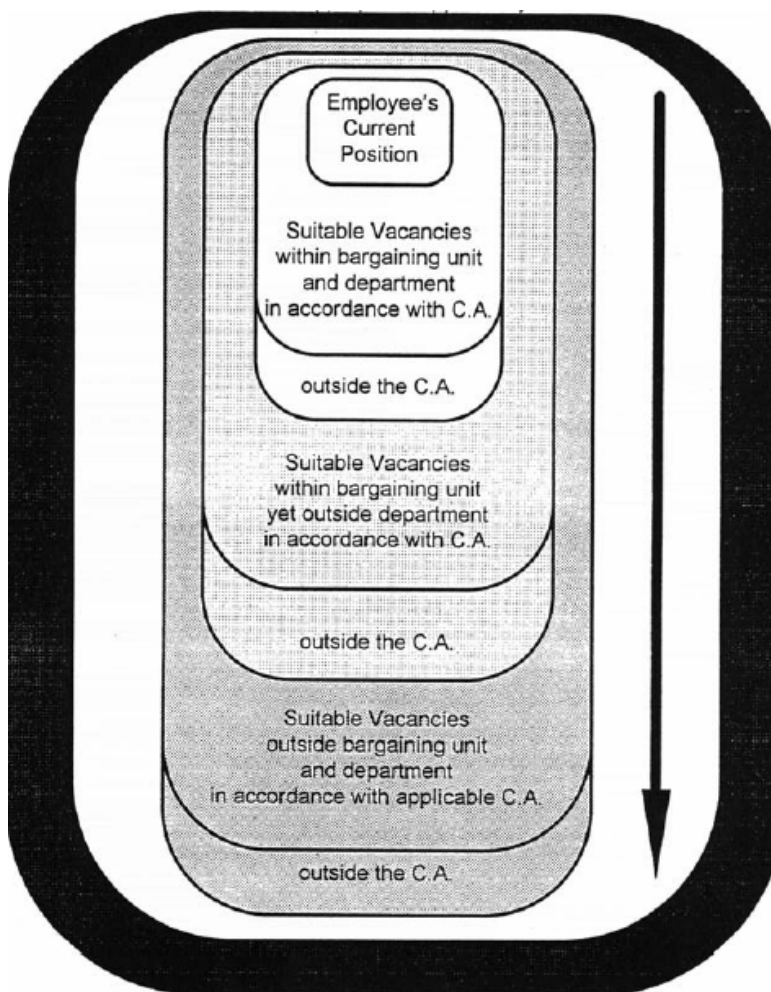
- The goal of the Accommodation Team is to explore all accommodation measures available and facilitate an accommodation to the point of undue hardship. As a result, there is no guarantee of the “perfect” solution.

- Employees need to be flexible in looking at options and to make every effort to ensure that an accommodation can be successful. If the employee refuses an accommodation, further accommodation may not be considered without examination of the reasons for refusal.

- If the employee refuses a reasonable proposal, the Accommodation Team’s duty to accommodate is completed. Refusal of a reasonable accommodation by the employee releases the City from further duty to accommodate.

Expanding Circle of Accommodation

When searching for alternate opportunities for existing employees, the Accommodation Team will attempt to modify the employee's own position first. The search will generally expand as follows, i.e., within the department and bargaining unit then out until an appropriate opportunity is identified.



In all cases, reasonable effort will be made to accommodate an employee within their originating work and bargaining units. Determining

accommodation for unionized employees will be based on specific considerations in the order that follows:

1. The duties of the employee's current position and the work area will be reviewed to determine if modification will sufficiently accommodate the employee's needs.

2. a) Alternative suitable vacant position(s) within the employee's bargaining unit and department, in accordance with seniority/staffing provisions outlined in the applicable collective agreement.

- b) Alternative suitable vacant position(s) within the employee's bargaining unit and department outside the seniority/staffing provisions outlined in the applicable collective agreement.

3. a) Alternative suitable vacant position(s) within the employee's bargaining unit yet outside the department, in accordance with seniority/staffing provisions outlined in the applicable collective agreement.

- b) Alternative suitable vacant position(s) within the employee's bargaining unit yet outside the department outside the seniority/staffing provisions outlined in the applicable collective agreement.

4. a) Alternative suitable vacant position(s) outside the employee's bargaining unit in accordance with seniority/staffing provisions of the applicable collective agreement when in existence (e.g., Management or Exempt).

- b) Alternative suitable vacant position(s) outside the employee's bargaining unit, outside the seniority/staffing provisions of the applicable collective agreement when in existence (e.g. Management or Exempt).

Frequently Asked Questions

1. What reasons do employees become eligible to participate in the accommodation process?

When employees have been deemed with a permanent partial disability and can not fulfil the full duties of their regular position.

2. Who determines whether an employee has a permanent partial disability?

The City's Occupational Health physician makes the determination based on a review of objective medical evidence provided by a duly qualified physician or specialist.

3. Does this process apply to work-related injuries or illnesses?

Yes, the process includes work and no work-related injuries and illnesses.

4. How do we know it is safe for an injured or ill employee to return to work without risk of adversely affecting his/her condition?

Employees must provide objective medical documentation from a duly qualified physician that indicates they can safely return to the workplace. This information can be provided through a Disability Certificate, an Occupational Fitness Assessment form, or from the City's Occupational Health physician, an insurance company or the Worker's Compensation Board.

5. Who decides how the position will be modified?

Modification of a position would be reviewed by the supervisor, in conjunction with the employee, the Return to Work Coordinator and possibly a Human Resource Consultant and Union Representative.

6. What happens if an employee's health condition changes?

Employees with permanent partial disabilities may experience some improvement or deterioration in their health. In these situations, the accommodation plan can be reviewed and a further modification to the work may be considered.

7. Is there a limit to the extent of the duty to accommodate?

The employer has a duty to accommodate to the point of undue hardship.

Undue hardship is assessed on a case by case basis and considers factors like significant financial cost, major disruption of the collective agreement, flexibility and size of the workplace, problems of morale to

other employees and the safety of the employee and others in the workplace.

8. Is bumping another employee out of their position part of the accommodation process?

No. The search for an alternative position would require that the position be vacant and fully funded.

9. Would employees be required to work in another bargaining unit?

Crossing bargaining units only occurs after an exhaustive search has taken place and it is determined that an alternate position is not available within the employee's current bargaining unit.

10. What would happen if an employee refuses to accept modified duties or another position? Could this lead to termination of their employment?

Yes, however termination would be the last resort. The issue will be resolved by the accommodation team (Employee, Supervisor, Return To Work Coordinator, Human Resource Consultant and Union Representative). Each case will be assessed by the parties involved.

11. How does this process benefit employees?

It gives employees an opportunity to continue meaningful and productive employment within their identified abilities. And the result of this enhances an employee's health and self-esteem from what is often a difficult road of recovery from their disability.

12. What if I'm not partially disabled but the employee can't do my job now?

Depending on the circumstances, the employee may be offered transitional duties (i.e. temporary changes to duties).

Appendix M – Accommodation Positions in Selected Canadian Police Departments

Police Agency	Accommodation Policy	Policy Available	Long Term Accommodation Practice	Short Term Accommodation Practice
Edmonton	<p>Position Management Plan – covers budgeted temporary positions in 17 categories.</p> <p>Budget in 2005 is \$4 million, based on previous year's experience.</p>	<p>Pending finalization and approval</p>	<p>Human Resources retains and manages list of areas requiring additional resources. Efforts made to return persons to work and reintegrate them as quickly as possible.</p> <p>No specific positions allocated for long term accommodation. Have current placements in traffic services, communications, and operational support services.</p>	<p>Human Resources retains and manages list of areas requiring additional resources. .</p> <p>Human Resources Division identifies requirements based on organizational priorities. Much work is project based. Where possible, officers are placed in their own division.</p>
Regina	<p>No formal accommodation or light duty</p>		<p>Currently have 14 long term accommodations.</p>	<p>Staff are generally retained in their own division – work is at</p>

	<p>policy at present</p> <p>Have 4 budgeted positions earmarked as accommodation positions – traffic coordinator (also does reconstruction), alcohol and red light administration, domestic violence unit, AFIS Unit.</p>		<p>Four fill budgeted accommodation positions. Others are accommodated where need for additional resources is highest.</p>	<p>the discretion of the member i/c.</p>
Winnipeg	<p>No formal policy. No positions budgeted or set aside for accommodation purposes.</p>		<p>Currently have 13 long term accommodations working in positions that have been separated from other positions and bundled to accommodate their specific needs.</p> <p>Have moved</p>	<p>Disabled or pregnant workers are transferred temporarily to human resources, from where they are deployed through the organization, based on Department wide priorities to do work that needs to be done, but otherwise cannot be</p>

			employees to another union when no work available within their union – very rare.	accomplished. This is seen as a more strategic use of Department resources.
Toronto	No formal policy. Have a 75 member, fully funded Alternative Response Unit. No additional positions budgeted.	Placement	in Alternative Response Unit.	Handled within their own unit – often work in platoon, administration section or on station duty. Difficult placements (e.g. persons awaiting trial or conclusion of complaints) include human resources (analysis, special projects etc.)
Waterloo Regional	No formal policy. Have a return to work coordinator. No budgeted positions.	Have	several positions held informally for long term accommodation (e.g. administrative support).	Placement is managed by return to work coordinator in cooperation with section/unit managers to augment existing resources.

			If possible, accommodations, long and short term, are used to fill vacant positions.	Placements are tailored to specific needs of worker, and wherever possible take into account worker skills and interests.
Niagara Regional	<p>Temporary Accommodation Police currently under review.</p> <p>Temporary Transitional Work Program (8-12 weeks).</p> <p>8 budgeted sworn positions held as accommodation positions.</p>	Pending completion of review	<p>Positions currently held for accommodation are Alternate Response Unit (no need for immediate response), Court Security Officers (e.g. crown attorney liaison), court case evidence reproduction.</p> <p>As positions become available they are assessed for suitability as accommodation positions.</p>	<p>Focus is on early/safe return to work. Where possible officers are left with their platoon.</p> <p>If there is no work available in their platoon, HR scans for other short term project positions.</p> <p>Criteria is that tasks must be necessary, but otherwise can't be completed by existing staff.</p>
Ontario Provincial	Illness and Injury Management	Yes Permanent	accommodations	Work generally project based.

<p>Police</p>	<p>Program – includes return to work, attendance management and employment accommodation program.</p> <p>Research underway to determine if a position can be permanently reclassified from one bargaining unit to another.</p>		<p>are placed in differential response units (i.e. follow-up work, calls not requiring response etc.).</p> <p>Some placements in longer term project work – dependent on suitability for projects, skills and organizational priorities.</p> <p>Location of placement is an issue for the OPP.</p>	<p>Persons are required to work with managers to identify restrictions and get them back to full work as quickly as possible. Doctors are involved in assessments and progress reports as required.</p>
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Appendix N – Developmental Positions in Selected Canadian Police Departments

Police Agency	Development and Succession Plan	Policy Available	Developmental Positions	Development Practices
Edmonton	Currently working on a competency bases for supervisors and managers. Informal succession planning at executive level.	Pending completion	Informal policy is that members must have patrol supervisory experience to be considered for promotion to staff sergeant level.	
Regina	No formal plans		None identified	Job postings include skills, knowledge, and abilities along with job responsibilities.
Calgary	No formal succession plan. Have purchased succession management	Nil	None identified	Have found that they have insufficient candidates who meet qualifications or competencies for

	software and are currently fine tuning requirements			<p>promotion to supervisory and mid-level management positions – will move them into long term acting positions for developmental purposes.</p> <p>Acknowledge that this would be more beneficial if supplemented by coaching, mentoring, and professional development.</p>
Winnipeg	Succession plans for senior officers only – currently under development in cooperation with Queens University	Pending completion	None identified	<p>Senior officer succession plans will address executive development, stretch goals, and broadening of experience.</p> <p>Goal is to begin developing something similar for Sgt. and S/Sgt ranks.</p>

Toronto	No formal plans	Nil	None identified	<p>Some career development opportunities to move up one grade/level when persons in those positions are on extended leaves.</p> <p>Each position in the organization has qualifiers available on line.</p>
Ottawa	Currently working on a succession plan, starting with senior officers	Pending completion	None identified	<p>Secondment agreements with other police agencies, government agencies and NGOs. Exploring reciprocal work agreements with RCMP for management level placements. Currently have senior officer exchanges with RCMP.</p>
Waterloo Regional	No formal plans		None identified.	Service encourages movement to

				<p>broaden perspective of officers at all levels.</p> <p>The chief's executive officer position has evolved as a grooming position for the deputy chief position.</p> <p>Service encourages mentoring and formal education.</p>
Niagara Regional	<p>No formal plans.</p> <p>Currently developing a succession plan – starting with senior officers</p>		None identified	<p>Job postings include skills, knowledge and abilities along with job responsibilities. Human resources advisors and supervisors work with members to identify personal development needs for promotion and/or lateral movement.</p>
Ontario Provincial Police	<p>No formal plans – working on linking</p>		None identified	<p>Members are encouraged to target what they</p>

	<p>performance evaluation, learning and development plans, and personal business plans for all members.</p>			<p>want to do in their career and set goals, then develop a career plan and begin to build a resume based on job descriptions and requirements.</p> <p>Each job posting lists basic skills, knowledge and abilities required along with job responsibilities.</p> <p>Advisors are available to assist in preparing learning and development plans. Learning and development is self directed, based on your interests, but is done in cooperation with your supervisor. Members advised to submit career plans with resumes when applying for positions.</p>
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				<p>General recognition that ably preparing successors for your position increases supervisor or manager's opportunity for movement.</p> <p>Succession planning - have just implemented a leadership development program for commissioned members and senior civilian managers designed to link organizational requirements, personal performance, needs and interests, and develop persons for identified positions. No identified developmental positions at this time.</p>
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Appendix O – Shared Services in Selected Canadian Police Departments

Police Agency	Shared Services
Edmonton	<p>Shared use agreements for telecommunications and information technology.</p> <p>City contracts out medical examinations for recruits.</p> <p>Vehicles are centrally purchased through Mobile Equipment Services.</p> <p>Use SAP and Peoplesoft on a pay-for-use agreement.</p>
Regina	<p>50% City of Regina labour relations resource person for grievances, arbitration</p> <p>50% City of Regina legal – reports to Chief and executive officer – deals mostly with professional standards and liability</p>
Winnipeg	<p>No shared services</p> <p>Shared use agreements for Peoplesoft, Telecomm, and IT – not for specialized services or functions</p>
Toronto	<p>No shared services</p>
Niagara Regional	<p>Payroll</p> <p>Organizational Health and Safety – currently under review</p> <p>Employee information systems – tombstone data only</p> <p>Facilities</p>
Ontario Provincial Police	<p>Provincial Centre for Forensic Services – includes coroner services</p>

Appendix P – Personnel Interviewed Regarding Shared Services

Larry Berglund
Manager, Materials Management (Purchasing)
City of Vancouver

Catherine Clement
Director of Communications
City of Vancouver

Terry Corrigan
Director of Financial Services (Accounting and Payroll)
City of Vancouver

Mani Deo
Equipment Management (Fleet)
City of Vancouver

Roger Fast
Director, IT
City of Vancouver

Paul Hancock
Director, Information and Administration Services
City of Vancouver

Volker Helmuth
Manager, Information Management Section
VPD

Clyde Hosein
Director, Facility Design & Management
City of Vancouver

Esther Lee
Manager, Accounting Services
City of Vancouver

Insp. Warren Lemcke
Inspector i/c Facilities Section
VPD

Insp. Jess Ram
Inspector i/c Communications
VPD

Insp. Ted Schinbein
Inspector i/c Human Resources Section
VPD

Paul Teichroeb
Chief License Inspector/Co-Director of Licenses & Inspections
City of Vancouver

Warrick Wright
Director, Financial Services Section
VPD

Kathy Wunder
Director, Information Technology Section

Mike Zora

General Manager, Human Resources

City of Vancouver

Appendix Q – Interview Record Summary
(See attached spread sheet)

INTERVIEW LOG - OFFICE OF THE CHIEF CONSTABLE

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
OFFICE OF THE CHIEF CONSTABLE	REPORTING POSITIONS									
Chief's Office										
Chief Constable (Jamie Graham)		12-Jan-06	10:30	2120	Sgt. Palmer					
	Deputy Chief Constable - Operations Division (Bob Rich)	12-Jan-06	10:30	2120	Sgt. Palmer		Yes	N/A	N/A	‡- Without their authority, have no power to make Operational Decisions. Same for all the Deputies, need law enforcement powers as well as skills and experience.
	Deputy Chief Constable - Investigation Division (Doug LePard)	12-Jan-06	10:30	2120	Sgt. Palmer		Yes	N/A	N/A	Same as above
	Deputy Chief Constable - Operations Support Division (Max Chalmers)	12-Jan-06	10:30	2120	Sgt. Palmer		Yes	N/A	N/A	Same as above
	Deputy Chief Constable - Support Services Division (Jim Chu)	12-Jan-06	10:30	2120	Sgt. Palmer		Yes	N/A	N/A	Same as above
	Inspector (Tony Zanatta)	12-Jan-06	10:30	2120	Sgt. Palmer		Yes ¹	Yes ²	N/A	¹ Have to be a Police Officer. Delegated Operational issues and deals with other officers. ² Need skills and experience. † Other Chiefs have sworn members also.
	Inspector (Rollie Woods)	12-Jan-06	10:30	2120	Sgt. Palmer		Yes ¹	N/A	N/A	¹ Have to be with investigative background and intimate knowledge of Police Act.
	Inspector (Greg Parsons)	12-Jan-06	10:30	2120	Sgt. Palmer		No	No	Yes ¹	¹ This could be a civilian auditor. Probably better served by civilian auditor. † I led an audit team of civilians who were just as competent.
	Paul Patterson	12-Jan-06	10:30	2120	Sgt. Palmer		No	No	Yes ¹	‡- Can't suppose that by hiring a civilian you don't get the skills outlines in Question 2. He brings skills you wouldn't find in a Police Officer. Good manager, lots of experience in media, CBC Halifax Bureau and here.
	Executive Assistant (Kim Carter)	12-Jan-06	10:30	2120	Sgt. Palmer		No	No	Yes	‡- Don't have to be an officer. My general attitude is that if it doesn't require Police Officer power then we have to look civilianizing it. P&R could also possibly have a look at civilian manager.
PUBLIC AFFAIRS & MARKETING										
Director -Public Affairs & Marketing (Paul Patterson)		14-Nov-05	11:00	PA&M	Sgt. Weeks	V. Chin	No	No	Yes	‡- Amount of training and experience required would be great for a police officer to perform position duties. Able to be strategic pro-active. Crisis management is significant part of job.

Notes: N/A = Not Applicable (‘.) = Refer to Comments † = Other Comments Yes.No.N/A = independent Assessment "Yellow" denotes positions to be Civilianized.

INTERVIEW LOG - OFFICE OF THE CHIEF CONSTABLE

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
	Communications Coordinator	14-Nov-05	11:00	PA&M	Sgt. Weeks	V. Chin	No	No	Yes	† - Duties include press releases, media advisories, press conferences summaries, media relations, writing for "Beyond The Call", writing & communication skills very important.
	Event Coordinator	14-Nov-05	11:00	PA&M	Sgt. Weeks	V. Chin	No	No	Yes	New position.
	Constable Media	14-Nov-05	11:00	PA&M	Sgt. Weeks	V. Chin	No ¹	Yes ²	N/A	¹ - Except some duties that may involve police authority (Media centre or on location commander centre) ² - Yes -Very Important. † - Privacy to operational information so trust is very important and experience of a police officer is necessary.
EXECUTIVE SERVICES SECTION										
	Inspector (Tony Zanatta)	23-Nov-05	9:00	2120	Sgt. Palmer	V. Chin	No	No	Yes ¹	¹ - And it is. † - Couldn't survive without her there. - High workload.
	Executive Assistant	23-Nov-05	9:00	2120	Sgt. Palmer	V. Chin	No	Yes	N/A	
	Diversity Relations									
	Sergeant	23-Nov-05	9:00	2120	Sgt. Palmer	V. Chin	Yes ¹	Yes	No	¹ - Carrying of a firearm - Yes represents department in uniform capacity. † - Front person for VPD - Need uniform/sworn presence as face of VPD - Could not be a civilian employee - Could not civilianize.
	Constable	23-Nov-05	9:00	2120	Sgt. Palmer	V. Chin	Yes ¹	Yes ²	No	¹ - This position is starting to do BIAS/Hate Crime stuff. Cases not followed up by province - unit investigative component. ² - Investigative component minor, Divy up community meetings with Sgt.
INTERNAL INVESTIGATIONS SECTION										
	Inspector (Rollie Woods)	1-Dec-05	10:00	2120	Sgt. Palmer		No	Yes	N/A	
	Sergeant	1-Dec-05	10:00	2120	Sgt. Palmer		Yes ¹	N/A	N/A	¹ - Yes - Powers of arrest, surveillance and every aspect of a police investigator. † - Could a Cst. Do this job? - A Cst. Could properly conduct the investigations in the jail only, but has problems. - Sgt's have to do these investigations as the Sgt's have to give orders. - Need to have Sgt's for authority in these cases.
							Yes	N/A	N/A	

Notes:
 N/A = Not Applicable (..) = Refer to Comments † = Other Comments Yes.No.N/A = Independent Assessment "Yellow" denotes positions to be Civilianized.

INTERVIEW LOG - OFFICE OF THE CHIEF CONSTABLE

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
	A/Inspector (Bob Cooper position) Not part of the authorize strength.	1-Dec-05	10:00	2120	Sgt. Palmer		No	Yes	N/A ¹	¹ - I don't think so - Review investigations and gives advice to Sgt. How to proceed with investigations. - 2 i/c Rollie needed. - Reviewing files, supervise, mail. - Away 1/3 of time as Insp. So need someone to take over. - Perivale & Taylor recommended S/Sgt spot here. - Union didn't want a S/Sgt. - Now as an A/Insp. spot. - Could be a S/Sgt. If this rank comes back into dept. - Need rank to direct other Sgt's. - Now investigate all complains; not just Form 1 (New best Practice). Delivers Better Service. - Use PRIME now - Better Accountability. - Now sending people to team training & Academy. - Pamphlets sent out to people so they know how to complain. - Looking & moving off-sight to make people more comfortable when complaining & doing interviews. - Will need another investigator(1) if we take over jail. Could be 30 complaints a year. Could be an additional burden. - 100 new police also; new complaints. - Could even move Louis Odendaal (HR- Specialist on Labour Relations) under internal wing to deal with internal discipline issues.
QUALITY ASSURANCE SECTION										
Inspector (Greg Parsons)										
										Note: Has no one reporting to him. See Chief Constable Jamie Graham's con

Notes:
 N/A = Not Applicable (..) = Refer to Comments † = Other Comments Yes.No.N/A = Independent Assessment "Yellow" denotes positions to be Civilianized.

INTERVIEW LOG - OFFICE OF THE CHIEF CONSTABLE

		Are there positions in the Vancouver Police Department that you believe are suitable as an accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
OFFICE OF THE CHIEF CONSTABLE	REPORTING POSITIONS				
Chief's Office					
Chief Constable (Jamie Graham)		We have to put them somewhere. They can help in certain areas depending on the individuals. TRT - Physical limitations we have to accommodate.	Executive Officer positions. All Insp. positions go gain experience to move to higher ranks. Quality Assurance and audit position. Inspector of P & R, have impact on the whole organization. DCCs are developmental positions. I have to ensure the DCCs gain experience in many different roles. They become competitive to become Chiefs in other Departments also, as well as our own. Department low in our ratio of civilians. People don't appreciate the value of civilians. Even things like working front counter can be stressful.		
	Deputy Chief Constable - Operations Division (Bob Rich)				
	Deputy Chief Constable - Investigation Division (Doug LePard)				
	Deputy Chief Constable - Operations Support Division (Max Chalmers)				
	Deputy Chief Constable - Support Services Division (Jim Chu)				
	Inspector (Tony Zanatta)				
	Inspector (Rollie Woods)				
	Inspector (Greg Parsons)				
	Paul Patterson				
	Executive Assistant (Kim Carter)				
PUBLIC AFFAIRS & MARKETING					
Director -Public Affairs & Marketing (Paul Patterson)					

Notes: N/A = Not Applicable (..) = Refer to Comments † = Other Comments Yes.No.N/A = Independent Assessment "Yellow" denotes positions to be Civilianized.

INTERVIEW LOG - OFFICE OF THE CHIEF CONSTABLE

		Are there positions in the Vancouver Police Department that you believe are suitable as an accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
	Communications Coordinator				
	Event Coordinator				
	Constable Media				
EXECUTIVE SERVICES SECTION					
Inspector (Tony Zanatta)				Yes, as long as capable of moving around in community & carrying a firearm. -Both Sgt. & PC could potentially be.	- Yes - Both the Sgt & PC Position - Outside realm of normal duties. †- Provides exposure to unique settings, people, political ramifications, handling of public meeting & media. VPD General - Some positions could be civilianized in VPD. - Need to make better use of accommodated positions. Not enough rigidity how we deal with accommodated positions. - Perhaps "inside time" idea like we used to have to develop skill. - Putting people in "inside time" positions will break up their patrol time. Give them a break. - Promotional movement will slow down over next 10 years & with tenure, won't be as much movement.
	Executive Assistant				
	Diversity Relations				
	Sergeant				
	Constable				
INTERNAL INVESTIGATIONS SECTION					
Inspector (Rollie Woods)				No - Everyone is expected to be able to go out on the street and deal with difficult people (Victims, Witnesses) and in rough areas, need to be operational. Not S/Sgt spot though.	Got agreement to take up to 2 Constables who are in this promotional competition for Sgt. Development. Use spot for 1 person right now wouldn't want more than that. That's the only developmental aspect. Could also develop Sgt's to help go to investigative spots down the road.
	Sergeant				

Notes:
 N/A = Not Applicable (..) = Refer to Comments † = Other Comments **Yes.No.N/A** = Independent Assessment "Yellow" denotes positions to be Civilianized.

INTERVIEW LOG - OFFICE OF THE CHIEF CONSTABLE

		Are there positions in the Vancouver Police Department that you believe are suitable as an accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
	A/Inspector (Bob Cooper position) Not part of the authorize strength.				
QUALITY ASSURANCE SECTION					
Inspector (Greg Parsons)		Comments on this position			

Notes:
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INTERVIEW LOG - OPERATIONS DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
OPERATIONS DIVISION	REPORTING POSITIONS									
Deputy Chief's Office										
Deputy Chief Constable (Bob Rich)		29-Nov-05	15:00	2120	Sgt. Weeks	C. Griffiths				
	Admin. Sergeant	29-Nov-05	15:00	2120	Sgt. Weeks	C. Griffiths	No	Yes ¹	N/A ²	¹ - 75% of function could be done by a clerical person. Roughly 25% requires police officer skills, knowledge etc. ² - Not totally but a significant portion of the function could be. Need for increased capacity for projects plus project management.
	Executive Assistant	29-Nov-05	15:00	2120	Sgt. Weeks	C. Griffiths	No	No	Yes	† Need same clerical support as well as police support. Finding the right mix is the challenge.
							No	No	Yes	
	District Commander (Schnitzer, Rolls, Heed, Hovbrender)	29-Nov-05	15:00	2120	Sgt. Weeks	C. Griffiths	Yes ¹	N/A	N/A	¹ - I believe a leader has to go out in the street and be seen by the troops on the road.
							Yes	N/A	N/A	
	Admin Inspector	29-Nov-05	15:00	2120	Sgt. Weeks	C. Griffiths	No ¹	Yes	N/A	¹ - See it as an Assistant District Commander. Answer is a qualified No. Could be an accommodated position† - 2 S/Sgt's positions have been proposed to replace Admin Inspector (Structure for Success Report).
							Yes	N/A	N/A	
	Inspector (Duty Officer)	29-Nov-05	15:00	2120	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	
							Yes	N/A	N/A	
	Inspector Patrol Support (Bob Stewart)	29-Nov-05	15:00	2120	Sgt. Weeks	C. Griffiths	No	Yes	N/A	† - Very good section where property crime investigation are conducted from.
							Yes	N/A	N/A	
	Inspector Traffic (Andy Hobbs)	29-Nov-05	15:00	2120	Sgt. Weeks	C. Griffiths	Yes ¹	Yes	N/A	¹ - Qualified Yes. For the same reason for District Commander. Expected to be on the road, leading the troops at times.
							Yes	N/A	N/A	
District One										
Inspector (Steve Schnitzer)										
	District Commander	29-Nov-05	14:00	2120	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	
							No	No	Yes	
	Admin Inspector	29-Nov-05	14:00	2120	Sgt. Weeks	C. Griffiths	Yes ¹	N/A ²	N/A	¹ - Yes- Some duties could be civilianized but not others i.e. Car 10 relief, District Commander relief. ² - 95% Yes especially relating to complaining issues for sergeant reporting through them to District Commander.† - A Lot of community meetings and District Commander cannot go to all. Community wants to see a police manager.
							Yes	N/A	N/A	
	Sergeant Patrol	29-Nov-05	14:00	2120	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	† - Assumption - Arresting powers mandatory
							Yes	N/A	N/A	
	Constable Patrol	29-Nov-05	14:00	2120	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	† - Assumption - Arresting powers mandatory
							Yes	N/A	N/A	
	Sergeant Mounted Squad	29-Nov-05	14:00	2120	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	† - Assumption - Arresting powers mandatory
							Yes	N/A	N/A	
	Constable Mounted Squad	29-Nov-05	14:00	2120	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	† - Assumption - Arresting powers mandatory
							Yes	N/A	N/A	
	Sergeant NPT	29-Nov-05	14:00	2120	Sgt. Weeks	C. Griffiths	Yes ¹	N/A	N/A	¹ - Out in community as a uniformed visible police officer.
							Yes	N/A	N/A	
	Constable NPT	29-Nov-05	14:00	2120	Sgt. Weeks	C. Griffiths	Yes ¹	N/A	N/A	¹ - Expectation from crime prevention officers that they are uniformed police officers.
							Yes	N/A	N/A	
	Constable NPT Analyst (District Analyst)	29-Nov-05	14:00	2120	Sgt. Weeks	C. Griffiths	No	Yes ¹	Yes	¹ - For the most part the credibility and knowledge is reliable. Not impossible to overcome.

Notes:
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INTERVIEW LOG - OPERATIONS DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
OPERATIONS DIVISION	REPORTING POSITIONS						No	No	Yes	
	Constable LBGT	29-Nov-05	14:00	2120	Sgt. Weeks	C. Griffiths	Yes ¹	N/A	N/A	¹ - Sworn officers, always in uniform. Community wants a police officer.
							No	Yes	N/A	
	Bicycle Coordinator	29-Nov-05	14:00	2120	Sgt. Weeks	C. Griffiths	Yes ¹	N/A	N/A	¹ - Of the duties, if the position were reviewed there is a significant portion of the job that could be civilianized. Note: This is a police training position. No one is currently filling this position.
							Yes	N/A	N/A	
District Two	District Reader	15-Dec-05	9:30	By Phone	Sgt. Weeks		No	Yes	N/A	
Inspector (Bob Rolls)		10-Nov-05	11:00	D2 Insp. Off.	Sgt. Weeks	C. Griffiths				In general people say you cannot bring civilians into police positions, but more to do with who has been brought in. The right civilian can do a better job.
	District Commander	10-Nov-05	11:00	D2 Insp. Off.	Sgt. Weeks	C. Griffiths	Yes	N/A	No	
							Yes	N/A	N/A	
	Admin Inspector	10-Nov-05	11:00	D2 Insp. Off.	Sgt. Weeks	C. Griffiths	Yes	Yes	No	¹ - Capacity is a huge issue. Recommending 2 Staff Sergeants for that position. Improve span of control.
							Yes	N/A	N/A	
	Sergeant Patrol	10-Nov-05	11:00	D2 Insp. Off.	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	¹ - Assumption - Arresting powers mandatory
							Yes	N/A	N/A	
	Constable Patrol	10-Nov-05	11:00	D2 Insp. Off.	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	¹ - Assumption - Arresting powers mandatory
							Yes	N/A	N/A	
	Admin Sergeant (CET)	10-Nov-05	11:00	D2 Insp. Off.	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	¹ - Involved in supporting Insp. Both administrative and operational duties. Basically a Staff Sergeant role.
							Yes	N/A	N/A	
	Sergeant Waterfront Team	10-Nov-05	11:00	D2 Insp. Off.	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	¹ - Assumption - Arresting powers mandatory
							Yes	N/A	N/A	
	Constable Waterfront Team	10-Nov-05	11:00	D2 Insp. Off.	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	¹ - Assumption - Arresting powers mandatory
							Yes	N/A	N/A	
	Sergeant NPT	10-Nov-05	11:00	D2 Insp. Off.	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	¹ - May be restructured. 2 Admin. Sgt's in each district. Our person in charge of NPO's and Crime Fighter. Expect obtain community concerns, strategies, a main co-ordinator. Operational duties - police operations job.
							Yes	N/A	N/A	
	Constable NPT	20-Dec-05	11:00	2120	Sgt. Weeks		Yes	N/A	N/A	
							Yes	N/A	N/A	
	Constable NPT Analyst (District Analyst)	20-Dec-05	11:00	2120	Sgt. Weeks		No	No ¹	Yes	¹ - People have to earn credibility in the role. People would likely bring a higher skill set. Need for consistency and continuity. ¹ - Only disadvantage is now available for maternity and light duties needs.
							No	Yes	N/A	
	District Reader	20-Dec-05	11:00	2120	Sgt. Weeks		No	Yes	N/A	¹ - Position is under review and may become a part of a new position in 2006.
							No	Yes	N/A	
District Three										
Inspector (Scott Thompson)		2-Dec-05	9:30	2120	Sgt. Palmer					¹ Way too lean in police & civilian. - PRIME. - E-Comm partnership - complaints from public have to question our relationship with them. For example: E-Comm data & debriefs around critical incidents with VPD & E-Comm. - Need operational experience & can't civilianize people & replace that experience. - Need to look at perhaps putting more police back into E-Comm for guidance/direction of their staff (could also be accommodated).
	District Commander	2-Dec-05	9:30	2120	Sgt. Palmer		Yes	N/A	N/A	
							Yes	N/A	N/A	
	Admin Inspector	2-Dec-05	9:30	2120	Sgt. Palmer		Yes	Yes	N/A	¹ - Having done administrative role in CET. - Have to be higher than Sgt's. - Could be a S/Sgt possibly. - Number of community events. - Need impact of inspector for role of this office. - Also do Car 10 relief which is a police position.
							Yes	N/A	N/A	

Notes:
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INTERVIEW LOG - OPERATIONS DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
OPERATIONS DIVISION	REPORTING POSITIONS									
	Sergeant Patrol	2-Dec-05	9:30	2120	Sgt. Palmer		Yes	N/A	N/A	† - Assumption - Arresting powers mandatory
							Yes	N/A	N/A	
	Constable Patrol	2-Dec-05	9:30	2120	Sgt. Palmer		Yes	N/A	N/A	† - Assumption - Arresting powers mandatory
							Yes	N/A	N/A	
	Sergeant NPT	2-Dec-05	9:30	2120	Sgt. Palmer		Yes	N/A	N/A	† - Crime surveillance. - Arrest surveillance. - Arresting police officers
							Yes	N/A	N/A	
	Constable NPT	2-Dec-05	9:30	2120	Sgt. Palmer		Yes	Yes	N/A	† - Going with NIST team/problem premises. - Community relations. - BlockWatch, education with seniors. - Public safety issues. - Link between VPD & community. - Security issues / behavior issues at Community Policing Offices.
							Yes	Yes	N/A	
	Constable Analyst (District Analyst)	2-Dec-05	9:30	2120	Sgt. Palmer		No ¹	No ²	Yes ³	¹ - Not necessarily. - Would require security clearance. - Could be a civilian. ² - Beneficial to have. ³ - Could be. Comes from patrol strength. - Would be better in long run to have a specially trained civilian. More continuity in position. More credibility with civilian specially trained civilian with letters behind names has more impact with city probably too.
							No	No	Yes	
	District Reader	2-Dec-05	9:30	2120	Sgt. Palmer		Yes ¹	Yes	N/A	¹ - Should actually be a S/Sgt's spot for more authority. † - Looks at investigative techniques of members. - Sometimes have conflict with other Sergeants & even Constables. - Quality of reports. - Discretionary issues re: doing BFs and reports. - Dealing with work flow of many different teams. - Could be a S/Sgt position for authority over other members to comply.
							Yes	Yes	N/A	
District Four										
	Inspector (Axel Hovbrender)									† - There is policing model. - Hire security firms for eyes/ears (Genesis). - Have we priced ourselves out of market for providing police. - Initially eyes/ears, intel led for property crime. - Hire people to sit there & be a witness. - Some arguments for tiered policing. - To take report where crime has occurred and with no suspects does not require sworn powers. - People reporting crime want to see someone respond quickly. - A representative from the police dept.
	District Commander	29-Nov-05	11:00	2120	Sgt. Palmer		Yes	N/A	N/A	
							Yes	Yes	No	
	Admin Inspector	29-Nov-05	11:00	2120	Sgt. Palmer		No	Yes ¹	N/A	¹ - For it to be a credible position would have to be a police officer. A reflection of our culture. † - Need corporate & District knowledge. - Civ. Manager/analysts would provide continuity. - Could be adjunct to existing administrative Insp as opposed to replacing them.
							Yes	N/A	N/A	
	Sergeant Patrol	29-Nov-05	11:00	2120	Sgt. Palmer		Yes	N/A	N/A	† - Assumption - Arresting powers mandatory
							Yes	N/A	N/A	
	Constable Patrol	29-Nov-05	11:00	2120	Sgt. Palmer		Yes	N/A	N/A	† - Assumption - Arresting powers mandatory
							Yes	N/A	N/A	
	Car 10/ Duty Officer Inspector	29-Nov-05	11:00	2120	Sgt. Palmer		Yes	N/A	N/A	
							Yes	N/A	N/A	
	Sergeant NPT - P.C.R.U. (Prop. Crime Reduction Unit)	29-Nov-05	11:00	2120	Sgt. Palmer		Yes ¹	N/A	N/A	¹ - In the foreseeable future it will continue on as a surveillance unit. - Used as a developmental position to train as hunters for crooks
	Constable NPT	29-Nov-05	11:00	2120	Sgt. Palmer		Yes ¹	N/A ²	N/A	¹ - Musqueam. - Kerrisdale/Marpole. ² - Primarily for credibility.
							Yes	N/A	N/A	

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INTERVIEW LOG - OPERATIONS DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
OPERATIONS DIVISION	REPORTING POSITIONS									
	Constable Analyst (District Analyst)	29-Nov-05	11:00	2120	Sgt. Palmer		No	No	Yes	- I would suggest this would be one of the areas we civilianize. - After working with RCMP & municipal Civilian Analysts I think we should civilianize all these positions. - They embrace these positions as opposed to doing it as a chore. - We rotate people through (like pregnant). - I would civilianize all the analyst positions. - Consistency, if they got hired on they will stay in that position. - Should be the right hand arm of the District Commanders. - We should be policing smarter. - Get quality people & pay these people accordingly.
	False Alarm Reduction Coordinator	29-Nov-05	11:00	2120	Sgt. Palmer		No ¹ No	No No	Yes ² Yes	¹ - Shouldn't be part of the police department. - Should be part of the City of Vancouver. Revenue stream for the city. ² - He is specially trained.
	District Reader	29-Nov-05	11:00	2120	Sgt. Palmer		No No	Yes Yes	No ¹ No	¹ - I don't think they can.]- Educator for junior work force. - Examine reports - Provide info. On how to do investigations. - Quality Assurance. - Accountability for work & for Sgt's. - They have been at it for 1 1/2 years & some of the quality of investigations are tragic. - I don't view it as punitive. I view it as remedial.
PATROL SUPPORT SECTION										
	Inspector (Bob Stewart)									
	Analysis Team									
	Sergeant	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	No No	Yes Yes	N/A N/A	
	Constable Crime Analyst	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	No ¹ No	Yes No	N/A Yes	¹ - Most have been light duties constables.]- There is definitely a requirement for 1 or 2 people with high level of technical computing and software skills and the only way to ensure this is to hire civilians with this skills.
	Constable District Analyst	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	No No	Yes ¹ No	N/A Yes	¹ - Credibility as police officer is valuable as they are the direct link between the crime analyst and patrol officer.
	Constable Liquor Coordinator	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes No	N/A Yes	N/A N/A	- They do inspections. Liaison person with both city and provincial government departments.
	POP Coordinator	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes ¹ No	N/A Yes	N/A N/A	¹ - They work with City Permits and Licenses. There are powers related to these duties.
	Anti Fencing Unit									
	Sergeant	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes ¹ Yes	N/A N/A	N/A N/A	¹ - Investigation unit primarily.
	Constable	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes ¹ Yes	N/A N/A	N/A N/A	¹ - They are a detective constable - carry out investigations
	Investigative Clerk	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	No No	No No	Yes Yes	- Job title is Investigative Clerk not an analyst position.
	Community Policing Services Unit									
	Sergeant	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	No ¹ No	Yes Yes	N/A N/A	¹ - Job is highly administrative and no real need for law enforcement powers.]- Job is primarily overseeing the community policing offices, citizen crime watch and business liaison and block watch. Primarily administrative.
	Constable Block Watch	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes No	N/A No	N/A Yes	- Basically point of contact for every block captain. Will walk around with them. Program would be severely weakened without an officer.
	Civilian Program Assistant	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	No No	No No	Yes Yes	

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INTERVIEW LOG - OPERATIONS DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
OPERATIONS DIVISION	REPORTING POSITIONS									
	Constable Business Liaison	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes No	N/A No	N/A Yes	- Also does shoplifter catch and release program.
	Constable Citizen Crime Watch	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes Yes	N/A N/A	N/A N/A	- Coordinates volunteers and needs law enforcement powers to assist them.
	Scenes of Crime Unit (SOCO)									
	Sergeant	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes Yes	N/A N/A	N/A N/A	- Will do the same job as the Constables at times.
	Constable	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes Yes	N/A N/A	N/A N/A	- On the road, responding to calls, doing investigations.
	Chronic Offender Program									
	Constable	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes Yes	N/A N/A	N/A N/A	- Investigation, interview and arrest duties.
	Civilian Program Assistant	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	No No	No No	Yes Yes	- Data entry and administrative.
	General Investigation Unit									
	Sergeant	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes Yes	N/A N/A	N/A N/A	- In charge of investigations, assist investigators with investigations i.e.: search warrants.
	Constable	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes Yes	N/A N/A	N/A N/A	- They are Detective Constable Investigators.
	Property Crime Unit									
	Sergeant	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes Yes	N/A N/A	N/A N/A	- Same as GIU just different mandate for crimes.
	Constable	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes Yes	N/A N/A	N/A N/A	- Same as GIU again.
	Constable (Anti Graffiti)	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes Yes	N/A N/A	N/A N/A	- Detective Constable who investigates property crime involving graffiti. Regular investigator.
	Constable (Stolen Auto)	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes! Yes	N/A N/A	N/A N/A	*. Again investigations, arrests, write warrants.
	Victim Services Unit									
	Civilian Coordinator	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	No No	No No	Yes Yes	
	Civilian Case Worker	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	No No	No No	Yes Yes	
	Identity Theft Task Force									
	Sergeant	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes Yes	N/A N/A	N/A N/A	
	Constable	1-Dec-05	9:00	2120	Sgt. Weeks	C. Griffiths	Yes Yes	N/A N/A	N/A N/A	
TRAFFIC SERVICES SECTION										
Inspector (Andy Hobbs)		30-Nov-05	11:00	2120	Sgt. Palmer					- Provincial I.R.S.U. (Integrated Road Safety Unit) is something on the horizon that may drain 6-7 qualified VPD people. - Civilianization is in general valuable. - We are under resourced. - Not that simplistic though. If you civilianize too much then it goes to our detriment. - Public service counter should have police there not just civilians.- Don't be penny wise/pound foolish we need officers doing front line work. - Civilians should be for support.

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INTERVIEW LOG - OPERATIONS DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
OPERATIONS DIVISION	REPORTING POSITIONS									
	Sergeant Traffic Services Squad	30-Nov-05	11:00	2120	Sgt. Palmer		Yes ¹ Yes	N/A N/A	N/A N/A	¹ - Both the admin. Side & the supervisory role. You couldn't do it without.† - Not strictly an admin. spot. - He oversees about 20 Police Officers in 5 various squads. - Also liaises with public & other agencies. - There is a need for an admin. Sgt. or S/Sgt's. to do admin duties.
	School Safety and Education Unit									
	Constable	30-Nov-05	11:00	2120	Sgt. Palmer		Yes Yes	N/A N/A	N/A N/A	† - Part of it is parking issues/enforcement around the schools.
	Traffic Support Unit									
	Constable	30-Nov-05	11:00	2120	Sgt. Palmer		Yes No	Yes ¹ No	N/A Yes	¹ - Yes, all of the above. - Has to be for credibility & practical application of things.† - Dealing with supt- M.V. - Maintain equipment. - Legal requirement data master & various documents/certificates.
	Commercial Vehicle Unit									
	Constable	30-Nov-05	11:00	2120	Sgt. Palmer		Yes Yes	N/A N/A	N/A N/A	† - Law enforcement. - Writing tickets, going to court. - Statutory obligations.
	Taxi Unit									
	Constable	30-Nov-05	11:00	2120	Sgt. Palmer		Yes Yes	N/A N/A	N/A N/A	† - Statutory requirement. - COV bylaw that this work done by police.
	Hit and Run Unit									
	Constable	30-Nov-05	11:00	2120	Sgt. Palmer		Yes Yes	N/A N/A	N/A N/A	† - Doing enforcement of laws.
	Traffic Enforcement									
	Sergeant	30-Nov-05	11:00	2120	Sgt. Palmer		Yes Yes	N/A N/A	N/A N/A	† - Enforcing law.
	Constable	30-Nov-05	11:00	2120	Sgt. Palmer		Yes Yes	N/A N/A	N/A N/A	† - Enforcement of law. - Assist patrol. - VIP stuff. - Containment.
	Collision Investigation Unit									
	Sergeant	30-Nov-05	11:00	2120	Sgt. Palmer		Yes Yes	N/A N/A	N/A N/A	† - Enforcing law.
	Constable	30-Nov-05	11:00	2120	Sgt. Palmer		Yes Yes	N/A N/A	N/A N/A	† - Enforce laws.

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INTERVIEW LOG - OPERATIONS DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an Accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a Developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
OPERATIONS DIVISION	REPORTING POSITIONS				
Deputy Chief's Office					
Deputy Chief Constable (Bob Rich)		A number in Traffic Section, TRT, Taxi Details, Hit & Run, Property Crime, Anti-fencing, Crime Analysis Unit, P&R, Crime Analysts in Districts. Training positions..	Admin Sgt. (OPS), HR, P&R(Great macro review of organization), IIS positions, training, recruiting Sgt. position. Could be anywhere dependant on the individual.		
	Admin. Sergeant				
	Executive Assistant				
	District Commander (Schnitzer, Rolls, Heed, Hovbrender)				
	Admin Inspector				
	Inspector (Duty Officer)				
	Inspector Patrol Support (Bob Stewart)				
	Inspector Traffic (Andy Hobbs)				
District One					
Inspector (Steve Schnitzer)				Analyst definitely. The reader.	I believe the NPOs could be a semi-developmental position.
	District Commander				
	Admin Inspector				
	Sergeant Patrol				
	Constable Patrol				
	Sergeant Mounted Squad				
	Constable Mounted Squad				
	Sergeant NPT				
	Constable NPT				
	Constable NPT Analyst (District Analyst)				

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INTERVIEW LOG - OPERATIONS DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an Accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a Developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
OPERATIONS DIVISION	REPORTING POSITIONS				
	Constable LBGT				
	Bicycle Coordinator				
	District Reader				
District Two					
Inspector (Bob Rolls)				The Crime Analyst and the Crime Analyst in CET. Someone could come in and work with the Analyst accommodated members to run projects as well.	No. Other than partnering members up with someone in a position.
	District Commander				
	Admin Inspector				
	Sergeant Patrol				
	Constable Patrol				
	Admin Sergeant (CET)				
	Sergeant Waterfront Team				
	Constable Waterfront Team				
	Sergeant NPT				
	Constable NPT				
	Constable NPT Analyst (District Analyst)				
	District Reader				
District Three					
Inspector (Scott Thompson)				Could be the analyst position, but we have the trade-off as to whether to civilianize this spot. - We could still civilianize it but may still need to place a Police Officer to work along side if accommodation need arises.	KRASH would be viewed as developmental. A/Sgt. Role is developmental for future NCOs. - Analyst role could be. - NPO role could be. - Reader spot is developmental for an NCO.
	District Commander				
	Admin Inspector				

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INTERVIEW LOG - OPERATIONS DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an Accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a Developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
OPERATIONS DIVISION	REPORTING POSITIONS				
	Sergeant Patrol				
	Constable Patrol				
	Sergeant NPT				
	Constable NPT				
	Constable Analyst (District Analyst)				
	District Reader				
District Four					
Inspector (Axel Hovbrender)				District analyst position (have been using it as such). Some positions could even be a .5 position eg. NPO position (working 1/2 time) not suitable for all accommodated, but in case of job share would work. Our dept. needs to look at things like this. For example a police woman recently went to the RCMP (White Rock) due to better mat/parental/job share benefits. - .5 positions could be scattered throughout patrol also. We don't carry files like RCMP so would be more feasible.	PCRU/Neighbourhood Positions. - Admin Insp. - Reader Position.
	District Commander				
	Admin Inspector				
	Sergeant Patrol				
	Constable Patrol				
	Car 10/ Duty Officer Inspector				
	Sergeant NPT - P.C.R.U. (Prop. Crime Reduction Unit)				
	Constable NPT				

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INTERVIEW LOG - OPERATIONS DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an Accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a Developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
OPERATIONS DIVISION	REPORTING POSITIONS				
	Constable Analyst (District Analyst)				
	False Alarm Reduction Coordinator				
	District Reader				
PATROL SUPPORT SECTION					
Inspector (Bob Stewart)				20% of the officers in the section are probably accommodated eg CAU and most other units can and do accommodate officers.	Section is an entry level investigative area and is developmental both for investigative and for promotional purposes. Very much a developmental area especially for the NCOs.
	Analysis Team				
	Sergeant				
	Constable Crime Analyst				
	Constable District Analyst				
	Constable Liquor Coordinator				
	POP Coordinator				
	Anti Fencing Unit				
	Sergeant				
	Constable				
	Investigative Clerk				
	Community Policing Services Unit				
	Sergeant				
	Constable Block Watch				
	Civilian Program Assistant				

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INTERVIEW LOG - OPERATIONS DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an Accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a Developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
OPERATIONS DIVISION	REPORTING POSITIONS				
	Constable Business Liaison				
	Constable Citizen Crime Watch				
	Scenes of Crime Unit (SOCO)				
	Sergeant				
	Constable				
	Chronic Offender Program				
	Constable				
	Civilian Program Assistant				
	General Investigation Unit				
	Sergeant				
	Constable				
	Property Crime Unit				
	Sergeant				
	Constable				
	Constable (Anti Graffiti)				
	Constable (Stolen Auto)				
	Victim Services Unit				
	Civilian Coordinator				
	Civilian Case Worker				
	Identity Theft Task Force				
	Sergeant				
	Constable				
TRAFFIC SERVICES SECTION					
Inspector (Andy Hobbs)				Yes, Traffic Services can be an accommodated position. - Depends on the type of accommodation. - Could be School Safety Patrol depending on type of accommodation. Most of the jobs in traffic require physically able bodies going out on the road in uniform. - Really the only one where you don't go out on the road is the Traffic Services Unit.	All relative to individual. - All positions are developmental. - Traffic Services is developmental - Dealing with outside agencies outside normal realm of policing. Also community vehicles is very specialized. - You develop a very specialized area of expertise. - Also ACCI - Reconstructs - Very specialized work. - Every position in VPD is potentially developmental.

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INTERVIEW LOG - OPERATIONS DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an Accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a Developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
OPERATIONS DIVISION	REPORTING POSITIONS				
	Sergeant Traffic Services Squad				
	School Safety and Education Unit				
	Constable				
	Traffic Support Unit				
	Constable				
	Commercial Vehicle Unit				
	Constable				
	Taxi Unit				
	Constable				
	Hit and Run Unit				
	Constable				
	Traffic Enforcement				
	Sergeant				
	Constable				
	Collision Investigation Unit				
	Sergeant				
	Constable				

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INTERVIEW LOG - INVESTIGATION DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
INVESTIGATION DIVISION	REPORTING POSITIONS									
Deputy Chief's Office										
Deputy Chief Constable (Doug LePard)		1-Dec-05	13:00	312	Sgt. Palmer	C. Griffiths				† - Gord Coburn 6 positions Document Services - Accom. Or pre-recruit traditionally still have to have Police Officer status but don't need to be full police officers. Need to sign documents could be filled by potential police applicants. Could be civilianized but also need to think of accom. issues. Have to look at safety issues for some service issues of docs. - Duty to accommodate. - Don't want to make ourselves less efficient by Civilianizing all possible. - Look at spots that we may not save money & may lose developmental sworn spots by hiring all civilians. (e.g. P&R). - Appeal of policing - variety of spots providing opportunity to people to experience new things & learn new things. - American literature - Quasi Police ACCI investigators. - No cost saving (95% of 1st class PC). - Reduces pool of Police Officers overall for large events. Would be a problem for major events (eg. Clinton/Yeltsin). - Also cover on a call, need to have. Contain a crime scene; need to have. - Quasi police don't give us that ability. - Would reduce number of cops on street to cover & assist other officers (traffic stops & in progress calls). - Stick to what jobs could be done by civilians. - Communications could be a developmental position
	Executive Assistant	1-Dec-05	13:00	312	Sgt. Palmer	C. Griffiths	No	No	Yes	† - Would like to have an aide to assist with DCC duties. An NCO position similar to Dave Duncan working for Bob Rich.
	Inspector (Tom McCluskie)	1-Dec-05	13:00	312	Sgt. Palmer	C. Griffiths	Yes ¹	N/A	N/A	† - Highly exp. Police officer. - Attends scenes of homicide; operational Police Officer.
							Yes	N/A	N/A	
	Inspector (Tim Laidler)	1-Dec-05	13:00	312	Sgt. Palmer	C. Griffiths	Yes ¹	N/A	N/A	† - Same as MCS Inspector, essentially same job.
							Yes	N/A	N/A	
	Inspector (Keven McQuiggin)	1-Dec-05	13:00	312	Sgt. Palmer	C. Griffiths	Yes ¹	N/A	N/A	† - Includes Financial Crime, Internet Crime, Ident. - Very operational† - SOCO could fall under toutledge of Ident members. But also support patrol.
							Yes	N/A	N/A	
	Inspector (Gord Coburn)	1-Dec-05	13:00	312	Sgt. Palmer	C. Griffiths	No ¹	Yes ²	N/A	† - Don't know whether L.E. powers. ² - Absolutely. - Does require experience/skills. - Jail, DNA, Affis, Doc. Services. - Appeal of cases to Crown. † - Very challenging. - Developmental. - Jail change over.
	Inspector (Dave Nelmes)	1-Dec-05	13:00	312	Sgt. Palmer	C. Griffiths	Yes ¹	N/A	N/A	† - Hands on position / major drug operations. - Also CBRN response. - Dealing with Health Canada / RCMP/ Background of Police Officer required.
							Yes	N/A	N/A	
MAJOR CRIME SECTION										
Inspector (Tom McCluskie)										
	Administration Supervisor	28-Nov-05	11:00	312	Sgt. Weeks		No	Yes ¹	N/A	† Essential
	Homicide Unit									
	Sergeant	28-Nov-05	11:00	312	Sgt. Weeks		Yes	N/A	N/A	
							Yes	N/A	N/A	
	Constable	28-Nov-05	11:00	312	Sgt. Weeks		Yes	N/A	N/A	
							Yes	N/A	N/A	
	Unsolved Homicide Unit									
	Constable	28-Nov-05	11:00	312	Sgt. Weeks		Yes	N/A	N/A	
							No	Yes	N/A	
	Missing Persons/Coroner Liaison Unit									
	Sergeant	28-Nov-05	11:00	312	Sgt. Weeks		Yes	N/A	N/A	† - A number of our cases are homicides and there can be situations requiring arrest powers. Also seeking judicial authority when there are cases that are suspicious.
							Yes	N/A	N/A	
	Constable	28-Nov-05	11:00	312	Sgt. Weeks		Yes	N/A	N/A	† - Same comments as for Sergeant position.
							Yes	N/A	N/A	
	Witness Protection Unit									
	Constable	28-Nov-05	11:00	312	Sgt. Weeks		Yes	N/A	N/A	† - Requires potential need to use up to and including lethal force in cases involving organized crime groups and related trials.
							Yes	N/A	N/A	

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INTERVIEW LOG - INVESTIGATION DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
INVESTIGATION DIVISION	REPORTING POSITIONS									
	Robbery Assault Squad									
	Sergeant	28-Nov-05	11:00	312	Sgt. Weeks		Yes ¹	N/A	N/A	† - Absolutely. † - Often out as member of investigative team and may be exposed to violent, armed suspects.
							Yes	N/A	N/A	
	Constable	28-Nov-05	11:00	312	Sgt. Weeks		Yes ¹	N/A	N/A	† - Powers of arrest absolutely essential.
							Yes	N/A	N/A	
	Constable Arson Investigator	28-Nov-05	11:00	312	Sgt. Weeks		Yes ¹	N/A	N/A	† - Arrest, interrogation, surveillance, judicial authorities know required to enter and arson scene.
							Yes	N/A	N/A	
	Constable Analyst	28-Nov-05	11:00	312	Sgt. Weeks		No	No	Yes	† - Position based on their analytical ability and require no police powers.
							No	No	Yes	
	Civilian Analyst	28-Nov-05	11:00	312	Sgt. Weeks					† - This position does not exist. Section could use two of these positions.
SPECIAL INVESTIGATION SECTION										
Inspector (Tim Laidler)	Sexual Offence Squad									
	Sergeant	29-Nov-05	9:00	312	Sgt. Weeks		Yes	N/A	N/A	† - Required to be team leader under the major case management. They are in charge of major investigations.
							Yes	N/A	N/A	
	Constable	29-Nov-05	9:00	312	Sgt. Weeks		Yes	N/A	N/A	
							Yes	N/A	N/A	
	Constable High Risk Offender Unit	29-Nov-05	9:00	312	Sgt. Weeks		Yes	N/A	N/A	
	Civilian Analyst	29-Nov-05	9:00	312	Sgt. Weeks		No	No	Yes ¹	† - And is at this time.
	DVACH									
	Sergeant	29-Nov-05	9:00	312	Sgt. Weeks		Yes	N/A	N/A	
							Yes	N/A	N/A	
	Constable	29-Nov-05	9:00	312	Sgt. Weeks		Yes	N/A	N/A	
							Yes	N/A	N/A	
	Polygraph and Statement Analysis									
	Sergeant	29-Nov-05	9:00	312	Sgt. Weeks		Yes	N/A	N/A	† - Law enforcement powers required for admission of guilt for court purposes. For applicants for the department a civilian polygraph examiner could and should be used.
							Yes	N/A	N/A	
	Constable Statement Analysis	29-Nov-05	9:00	312	Sgt. Weeks		No	No ¹	Yes	† - It is helpful, but not essential † - None. Others may hold different opinions on this unit, it is not an absolute. (Position is strictly statement analysis)
							Yes	N/A	N/A	
	VICLAS									
	Constable	29-Nov-05	9:00	312	Sgt. Weeks		No	No	Yes	
							No	No	Yes	
FORENSIC SERVICES SECTION										
Inspector (Kevin McQuiggin)		23-Nov-05	10:00	2120	Sgt. Palmer	V. Chin				† - Computer Support Unit - Civilian Technician. - A technical specialist so officers can concentrate on evidence recovery. A civilian trained in computers to assist in investigations (Technical Specialist Positions).Note: This would be a new civilian staff position that is needed in addition to existing resources.
	Financial Crime Squad									
	Sergeant	23-Nov-05	10:00	2120	Sgt. Palmer	V. Chin	Yes	N/A	N/A	† Assist with search warrants. - Operational/Police experience critical. - In progress of dividing Sgts to two areas of responsibility 1). Financial Crime 2). Internet & Computer Forensics and possibly Forensic Ident.
							Yes	N/A	N/A	

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INTERVIEW LOG - INVESTIGATION DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
INVESTIGATION DIVISION	REPORTING POSITIONS									
	Constable	23-Nov-05	10:00	2120	Sgt. Palmer	V. Chin	Yes	N/A	N/A	† - Powers of arrest. - We spend a lot of money on outside forensic audits (through C.I.F.) (or victim to pay). An audit like this is 30-40 K. 2-3 on go at once. - Perhaps a forensic accountant would be a good hire as a civilian to do these audit. - Would be cost effective. - Or perhaps pay for experience Police Officers to get C.A. designation. We use to have one on staff on 5 yrs. ago but he was let go due to not busy enough at time. Note: This would be an additional staff member required.
	Civilian Super Text Administrator	23-Nov-05	10:00	2120	Sgt. Palmer	V. Chin	No ¹	No	Yes	† - Essentially a clerical supervisory function.
	(Replace by: Case Management Systems Coordinator)	23-Nov-05	10:00	2120	Sgt. Palmer	V. Chin	No ¹	No	Yes	†. Same as above
							No	No	Yes	
	Computer Crime Unit									
	Constable	23-Nov-05	10:00	2120	Sgt. Palmer	V. Chin	Yes ¹	N/A	N/A	† - Absolutely - Very strongly.† - Tenure set at 7 yrs. Should be extendable (e.g. Les Wray). We will have to make an exception, world wide recognition. He could leave in a minute.
	Internet Investigation Constable	23-Nov-05	10:00	2120	Sgt. Palmer	V. Chin	Yes	N/A	N/A	
	Forensic Firearm & Tool Mark Unit									
	Civilian Police Lab Analyst II	23-Nov-05	10:00	2120	Sgt. Palmer	V. Chin	No ¹	No ²	Yes	† - They are civilians, expert witnesses. - No (By virtue of the history). ² - Have to have above credentials but don't have to be police.
							No	No	Yes	
	Civilian Police Lab Analyst I						No	No	Yes	
							No	No	Yes	
	Forensic Identification Squad									
	Sergeant	23-Nov-05	10:00	2120	Sgt. Palmer	V. Chin	Yes	N/A	N/A	
							Yes	N/A	N/A	
	Constable	23-Nov-05	10:00	2120	Sgt. Palmer	V. Chin	Yes	N/A	N/A	
							No	No	Yes	
	Constable Trainer	23-Nov-05	10:00	2120	Sgt. Palmer	V. Chin	Yes	N/A	N/A	
	Civilian Photography Technician	23-Nov-05	10:00	2120	Sgt. Palmer	V. Chin	No	No ¹	Yes	† - Specialized training, experience & credibility. However do not need to be sworn.
							No	No	Yes	
SERVICES LIAISON SECTION										
	Inspector (Gord Coburn)	15-Dec-05	12:30	Phone	Sgt. Palmer					
	BC AFIS									
	Civilian Supervisor	15-Dec-05	12:30	Phone	Sgt. Palmer		No	No	Yes ¹	† - and is currently a specialized civilian position.
							No	No	Yes	
	Civilian Fingerprint Technician-BC AFIS	15-Dec-05	12:30	Phone	Sgt. Palmer		No	No	Yes	Same as above.
							No	No	Yes	
	Documentation Services Unit									
	Sergeant	15-Dec-05	12:30	Phone	Sgt. Palmer		Yes ¹	N/A	N/A	† - Swearing of Informations & tele-warrants.
							Yes	N/A	N/A	
	Constable	15-Dec-05	12:30	Phone	Sgt. Palmer		Yes ¹	N/A	N/A	† - Right now swearing information's & tele-warrants. - Tele warrants will need to be Police Officer's. - Civilians could serve some subpoenas. Could swear some people to swear summons.† - However there are some officers safety issues. - Could use "inside time" constables with 3/4 yrs service. - Because of clientele it would be hard to civilianize due to excessive liability. - Very hesitant to civilianize these. Note: See DCC LePard's comments also.

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INTERVIEW LOG - INVESTIGATION DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
INVESTIGATION DIVISION	REPORTING POSITIONS									
							Yes	N/A	N/A	
	Jail									
	Sergeant	15-Dec-05	12:30	Phone	Sgt. Palmer		Yes	N/A	N/A	
							Yes	N/A	N/A	
Vice Drugs Section										
Inspector (Dave Nelmes)		14-Nov-05	10:00	5E, 8th	Sgt. Weeks	V. Chin	Yes	N/A	N/A	† - A incident command for clan labs and CBRN situations. Credibility of a police officer is required for certain functions, committees, public meetings, etc.
	Crime Stoppers									
	Sergeant	14-Nov-05	10:00	5E, 8th	Sgt. Weeks	V. Chin	No	Yes	N/A	† - Credibility important due to liaising with other police officers, boards, police involvement. Investigative mind important.
							Yes	N/A	N/A	
	Drug Unit									
	Sergeant	14-Nov-05	10:00	5E, 8th	Sgt. Weeks	V. Chin	Yes	N/A	N/A	† - Operational position.
							Yes	N/A	N/A	
	Constable	14-Nov-05	10:00	5E, 8th	Sgt. Weeks	V. Chin	Yes	N/A	N/A	
							Yes	N/A	N/A	
	Constable Intel Coordinator	14-Nov-05	10:00	5E, 8th	Sgt. Weeks	V. Chin	Yes ¹	Yes ²	No ³	¹ - Yes - In its current form the member does operational duties. If strictly a co-ord/analyst then No. ² - Yes - Same as ¹ . ³ - No - Same as ¹ . † - The section needs a full time analyst. Note: A fulltime civilian analyst would be an additional position.
							Yes	N/A	N/A	
	Vice Unit									
	Sergeant	14-Nov-05	10:00	5E, 8th	Sgt. Weeks	V. Chin	Yes	N/A	N/A	† - Operational team. Powers of arrest. Surveillance duties.
							Yes	N/A	N/A	
	Constable						Yes	N/A	N/A	

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INTERVIEW LOG - INVESTIGATION DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
INVESTIGATION DIVISION	REPORTING POSITIONS				
Deputy Chief's Office					
Deputy Chief Constable (Doug LePard)		Depends on nature of accommodation - Had a Det.in DVACH with hip problems that could do job but couldn't do a patrol function. - Not suitable for robbery detective. - Depends on need; for right person. Need investigative background to fill in with Investigative Division. RTC in '92 Re: Civilianization. - Need to fill these spots. If you civilianize these spots you end up putting accom. people in spots you don't need them. - Be wary that you replace them and then you have do something with these accom. people. - Trend may be down with younger workforce (for health) but up with pregnancies.	Traditional uniform to detectives. P&R, HR, Training incredibly developmental. Get people well rounded in all three areas. - Current Executive have all been in P&R. - Get financial/ macro/HR view of department - Some HR positions require credibility. Looking at Sgt's & Insp. for succession planning to higher up positions. - Excutive thinking of developmental positions to send people. - Also need aptitude for Patrol/Invest work to do administrative jobs.		
	Executive Assistant				
	Inspector (Tom McCluskie)				
	Inspector (Tim Laidler)				
	Inspector (Keven McQuiggin)				
	Inspector (Gord Coburn)				
	Inspector (Dave Nelmes)				
MAJOR CRIME SECTION					
Inspector (Tom McCluskie)				No - However, there is work such as disclosure, file coordination, affiants, exhibit control, training developments that could be done by an accommodated member.	The "five year tenure" positions in homicide are intended and designed for developing of officers wanting to pursue advancement.
	Administration Supervisor				
	Homicide Unit				
	Sergeant				
	Constable				
	Unsolved Homicide Unit				
	Constable				
	Missing Persons/Coroner Liaison Unit				
	Sergeant				
	Constable				
	Witness Protection Unit				
	Constable				

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INTERVIEW LOG - INVESTIGATION DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
INVESTIGATION DIVISION	REPORTING POSITIONS				
	Robbery Assault Squad				
	Sergeant				
	Constable				
	Constable Arson Investigator				
	Constable Analyst				
	Civilian Analyst				
SPECIAL INVESTIGATION SECTION					
Inspector (Tim Laidler)				ViCLAS	SOS, DVACH Constable and Sergeant positions could be suitable for developmental purposes for promotion to supervisor or manager. They would not be entry level positions. They would require prior experience in GIU or Property Crime to enhance their skills.
	Sexual Offence Squad				
	Sergeant				
	Constable				
	Constable High Risk Offender Unit				
	Civilian Analyst				
	DVACH				
	Sergeant				
	Constable				
	Polygraph and Statement Analysis				
	Sergeant				
	Constable Statement Analysis				
	ViCLAS				
	Constable				
FORENSIC SERVICES SECTION					
Inspector (Kevin McQuiggin)				Not Currently. - Someone could do "intake" (vetting cases) If they had this experience in complex financial crime. - Would be tough to train someone without this experience already due to complexity.	Two-2yr. positions (D/Cst. Positions) to evaluate people /ability and can move to a 5 year spot. - Also - idea of folding SOCO into Ident. (kind of a farm team).
	Financial Crime Squad				
	Sergeant				

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INTERVIEW LOG - INVESTIGATION DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
INVESTIGATION DIVISION	REPORTING POSITIONS				
	Constable				
	Civilian Super Text Administrator <i>(Replace by: Case Management Systems Coordinator)</i>				
	Computer Crime Unit				
	Constable				
	Internet Investigation Constable				
	Forensic Firearm & Tool Mark Unit				
	Civilian Police Lab Analyst II				
	Civilian Police Lab Analyst I				
	Forensic Identification Squad				
	Sergeant				
	Constable				
	Constable Trainer				
	Civilian Photography Technician				
SERVICES LIAISON SECTION					
Inspector (Gord Coburn)				I accept accommodated people in my section. - Can't function with too many accommodated. - Normally in Document Services. - Would have to examine each on it's own merits. Could take accommodated in jail but not for physical disability. Perhaps a member charged with assault. etc. but still physically able.	Jail positions. - Will be developmental if we get Police Officers down here under new jail model in spring due to A/Sgt A/Station NCO role.
	BC AFIS				
	Civilian Supervisor				
	Civilian Fingerprint Technician-BC AFIS				
	Documentation Services Unit				
	Sergeant				
	Constable				

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INTERVIEW LOG - INVESTIGATION DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
INVESTIGATION DIVISION	REPORTING POSITIONS				
	Jail				
	Sergeant				
Vice Drugs Section					
Inspector (Dave Nelmes)				Sergeant - Crime Stoppers only.	Yes. If the member has the necessary investigative skills. The Sergeant Vice and Sergeant Drugs would/could be suitable.
	Crime Stoppers				
	Sergeant				
	Drug Unit				
	Sergeant				
	Constable				
	Constable Intel Coordinator				
	Vice Unit				
	Sergeant				
	Constable				

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INTERVIEW LOG - OPERATIONS SUPPORT DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
OPERATIONS SUPPORT DIVISION		REPORTING POSITIONS								
Deputy Chief's Office										
Deputy Chief Constable (Max Chalmers)		24-Nov-05	14:00	5 E. 8th	Sgt. Weeks	C. Griffiths				
Executive Assistant		24-Nov-05	14:00	5 E. 8th	Sgt. Weeks	C. Griffiths	No	No	Yes	† - Exempt position.
Inspector (Rob Rothwell)		24-Nov-05	14:00	5 E. 8th	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	
Inspector (John de Haas)		24-Nov-05	14:00	5 E. 8th	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	
Inspector (Steve Sweeney)		24-Nov-05	14:00	5 E. 8th	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	
Inspector (Dean Robinson)		24-Nov-05	14:00	5 E. 8th	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	
A/Inspector (Doug Fisher)		24-Nov-05	14:00	5 E. 8th	Sgt. Weeks	C. Griffiths	Yes	N/A	N/A	
Inspector (Warren Lemcke)		24-Nov-05	14:00	5 E. 8th	Sgt. Weeks	C. Griffiths	No	No ¹	Yes	† - Very helpful though. Note: This is not an authorized position and is being filled on a temporary basis for ongoing facilities project work. This Inspector is actually assigned to the fifth Car 10 Duty Officer position.
Inspector (Al Niedtner)		24-Nov-05	14:00	5 E. 8th	Sgt. Weeks	C. Griffiths	No	Yes	N/A	
CRIMINAL INTELLIGENCE SECTION										
Inspector (Rob Rothwell)		29-Nov-05	13:00	5 E. 8th	Sgt. Palmer	C. Griffiths				† - Invest Martin Bruce Seconded national weapons enforcement (second). - INSET - seconded- National Security. -1 Second 2 On loan - Good working relationship. - Tenure will bring in fresh people as investigator. - Can make exceptions (eg. OMG Sgt.) - Just lost Surv. Team to T.S.S. - Looking to add a Counter Terrorism Unit with Sgt. PC, and Analyst. - See value in I.D'ing positions for returning sworn to operations.
Special Administrator Covert Affairs		29-Nov-05	13:00	5 E. 8th	Sgt. Palmer	C. Griffiths	No	No	Yes	† - Keeps the books. - Pays the bills - Covert business run out of CIS. - Supervises clerical staff (currently have 1 working but have 2 positions).
Special Constable (Senior Tactical/Strategic Intelligence)		29-Nov-05	13:00	5 E. 8th	Sgt. Palmer	C. Griffiths	Yes ¹	N/A	N/A	† - I believe so. - Provide analysis used by L.E. for warrants to obtain wire. - Tact & strategic analysis Intel. - National threat assessment. - Both Ryan & Jill have JIBC Academy training. - Believed to be Block 1.
Investigation Unit										
Sergeant		29-Nov-05	13:00	5 E. 8th	Sgt. Palmer	C. Griffiths	Yes	N/A	N/A	† - Strictly a police function.
Constable		29-Nov-05	13:00	5 E. 8th	Sgt. Palmer	C. Griffiths	Yes	N/A	N/A	† - Similar as Sgt.
OMG Unit										
Sergeant		29-Nov-05	13:00	5 E. 8th	Sgt. Palmer	C. Griffiths	Yes ¹	N/A	N/A	† - Definitely. † - Yes required police powers. Recognized expert on OMG gangs in court.
Constable		29-Nov-05	13:00	5 E. 8th	Sgt. Palmer	C. Griffiths	Yes	N/A	N/A	† - Investigative Position.

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INTERVIEW LOG - OPERATIONS SUPPORT DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
OPERATIONS SUPPORT DIVISION	REPORTING POSITIONS									
	Source Handling Unit									
	Sergeant	29-Nov-05	13:00	5 E. 8th	Sgt. Palmer	C. Griffiths	Yes ¹	N/A	N/A	¹ It does.] - Also an audit role built in. - Require Sgt. to handle source assets & payments. - Level of authority required to rest of organization to deal with source handling issues.
							Yes	N/A	N/A	
YOUTH SERVICES SECTION	Constable	29-Nov-05	13:00	5 E. 8th	Sgt. Palmer	C. Griffiths	Yes ¹	N/A	N/A	¹ I believe it does. - Involved in investigations & handling sources. - Mentors investigative techniques & issues.
	Inspector (John de Haas)									
	Intelligence Coordinator	15-Nov-05	10:00	5 E. 8th	Sgt. Weeks	V. Chin	No	No ¹	Yes	¹ - Issue can be credibility. Civilians at times have difficulty obtaining information directly from other agencies.
	Youth Services Unit									
	Sergeant	15-Nov-05	10:00	5 E. 8th	Sgt. Weeks	V. Chin	Yes ¹	N/A	N/A	¹ - Absolutely
							Yes	N/A	N/A	
	Constable	15-Nov-05	10:00	5 E. 8th	Sgt. Weeks	V. Chin	Yes	N/A	N/A	
							Yes	N/A	N/A	
	Constable Youth Referral Coordinator	15-Nov-05	10:00	5 E. 8th	Sgt. Weeks	V. Chin	No	No	Yes ¹	¹ - This position would be enhanced by a specially trained civilian. They would bring additional valuable skills, knowledge, abilities and experience.
	Constable Car 86	13-Dec-05	12:30	By Phone	Sgt. Weeks		Yes ¹	N/A	N/A	¹ - Seizing children, etc
							Yes	N/A	N/A	
	Constable Car 87	13-Dec-05	12:30	By Phone	Sgt. Weeks		Yes ¹	N/A	N/A	¹ - Mental Health Act arrest, etc.
							Yes	N/A	N/A	
	Constable Car 278	13-Dec-05	12:30	By Phone	Sgt. Weeks		Yes ¹	N/A	N/A	¹ - Enforces laws relating to youth, etc.
							Yes	N/A	N/A	
	Gang Crime Unit									
	Sergeant	15-Nov-05	10:00	5 E. 8th	Sgt. Weeks	V. Chin	Yes ¹	N/A	N/A	¹ - Absolutely
							Yes	N/A	N/A	
	Constable	15-Nov-05	10:00	5 E. 8th	Sgt. Weeks	V. Chin	Yes ¹	N/A	N/A	¹ - Absolutely
							Yes	N/A	N/A	
	School Liaison Unit									
	Sergeant	15-Nov-05	10:00	5 E. 8th	Sgt. Weeks	V. Chin	Yes ¹	N/A	N/A	¹ - Has to be.
							Yes	N/A	N/A	
	Constable						Yes	N/A	N/A	
							Yes	N/A	N/A	
EMERGENCY AND OPERATIONAL PLANNING SECTION										
	Inspector (Steve Sweeney)									
	Civilian Emergency Planner	23-Nov-05	9:30	5 E. 8th	Sgt. Weeks		No	No	Yes	<input type="checkbox"/> - Highly recommend this position remain a civilian position.
		23-Nov-05	9:30	5 E. 8th	Sgt. Weeks		No	No	Yes	
	Operational Planning Unit									

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INTERVIEW LOG - OPERATIONS SUPPORT DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
OPERATIONS SUPPORT DIVISION	REPORTING POSITIONS									
	Sergeant	23-Nov-05	9:30	5 E. 8th	Sgt. Weeks		Yes No	N/A Yes	N/A N/A	‡ - Specialized police enforcement and planning role. Need understanding of large amounts of legislation. An operation position.
	Constable Traffic Authority Coordinator	23-Nov-05	9:30	5 E. 8th	Sgt. Weeks		Yes ¹ No	No ² Yes	Yes N/A	¹ -Does require same law enforcement powers relating to traffic enforcement. ² -Not required, but are a nice to have more for the credibility of the program.]-Traffic authority casuals are sometimes involved in a trial or testing period by recruiting. A police officer in this position adds validity to any assessment.
	Constable Event Planner	23-Nov-05	9:30	5 E. 8th	Sgt. Weeks		Yes ¹ No	Yes ² Yes	No N/A	‡ - Same comments as Sergeant Operational Planning ¹ - Are operational and often supervisory during events. ² - At all meetings they attend they are representing the police dept. and the police point of view.
	Constable Threat Assessment	23-Nov-05	9:30	5 E. 8th	Sgt. Weeks		Yes ¹ Yes	N/A N/A	N/A N/A	¹ - Absolutely. Sworn intell additional security clearance from CSIS]- Have to have a through knowledge of FOI legislation along with investigative experience and interview skills.
	Forensic Video Squad									
	Constable	23-Nov-05	9:30	5 E. 8th	Sgt. Weeks		No	Yes ¹	Yes ²	^{1/2} - One position should be a police officer. Currently 2 positions (1 sworn and 1 civilian) may go to 4. No need for more than 1 police officer.
	Civilian Analyst	23-Nov-05	9:30	5 E. 8th	Sgt. Weeks		No	No	Yes	‡ - Position is responsible for continuity of exhibits and basic technical processes.
	Civilian Forensic Video Analyst	23-Nov-05	9:30	5 E. 8th	Sgt. Weeks		No No	No No	Yes Yes	‡ - See comments for Constable Forensic Video.
EMERGENCY RESPONSE SECTION										
	Inspector (Dean Robinson)	15-Nov-05	11:00	5 E. 8th	Sgt. Weeks	V. Chin				
	Emergency Response Team									
	Sergeant	15-Nov-05	11:00	5 E. 8th	Sgt. Weeks	V. Chin	Yes Yes	N/A N/A	N/A N/A	
	Training Sergeant	15-Nov-05	11:00	5 E. 8th	Sgt. Weeks	V. Chin	Yes ¹ Yes	N/A N/A	N/A N/A	¹ - They are operational but strongly tied to administration.
	Constable	15-Nov-05	11:00	5 E. 8th	Sgt. Weeks	V. Chin	Yes Yes	N/A N/A	N/A N/A	
	Dog Squad									
	Sergeant	15-Nov-05	11:00	5 E. 8th	Sgt. Weeks	V. Chin	Yes ¹ Yes	N/A N/A	N/A N/A	¹ - Operational and primary administration functions.
	Constable	15-Nov-05	11:00	5 E. 8th	Sgt. Weeks	V. Chin	Yes Yes	N/A N/A	N/A N/A	
	Kennel Attendant	15-Nov-05	11:00	5 E. 8th	Sgt. Weeks	V. Chin	No No	No No	Yes ¹ Yes	¹ - Always has been.

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INTERVIEW LOG - OPERATIONS SUPPORT DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
OPERATIONS SUPPORT DIVISION	REPORTING POSITIONS									
TACTICAL SUPPORT SECTION										
A/ Inspector (Doug Fisher)		23-Nov-05	11:00	5 E. 8th	Sgt. Palmer	V. Chin				†-Minimums are 8 (E.g.. DNA collection/lifestyle). - Rolling armed targets are 10. - Depends on nature of target.
	Strike Force Unit									
	Sergeant	23-Nov-05	11:00	5 E. 8th	Sgt. Palmer	V. Chin	Yes ¹	N/A	N/A	¹ - Powers of arrest
							Yes	N/A	N/A	
	Constable	23-Nov-05	11:00	5 E. 8th	Sgt. Palmer	V. Chin	Yes	N/A	N/A	† - Same as Sgt
							Yes	N/A	N/A	
	Constable Coordinator	23-Nov-05	11:00	5 E. 8th	Sgt. Palmer	V. Chin	Yes ¹	N/A	N/A	¹ - They fill in on team. - Beyond which perform investigations. Sensitive info.from other depts including RCMP! - Need for 2 now as it has gone from 2 Squads to 4 Squads. Previous spot as coordinator for CSU is now trainer for S.F.

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INTERVIEW LOG - OPERATIONS SUPPORT DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
OPERATIONS SUPPORT DIVISION		REPORTING POSITIONS			
Deputy Chief's Office					
Deputy Chief Constable (Max Chalmers)		TRT, Station NCO, Jail NCO, Forensic Video, CIS - Source Handling, Ops Division Readers, Threat Assessment Unit, Crime Stoppers.	Planning and Research - Very Valuable. Human Resources, IIS.		
	Executive Assistant				
	Inspector (Rob Rothwell)				
	Inspector (John de Haas)				
	Inspector (Steve Sweeney)				
	Inspector (Dean Robinson)				
	A/Inspector (Doug Fisher)				
	Inspector (Warren Lemcke)				
	Inspector (Al Niedtner)				
CRIMINAL INTELLIGENCE SECTION					
Inspector (Rob Rothwell)				No Specific position. - Could create positions. - Positions assisting source handling Sgt. - Police Officer had heart problems - accommodated in that case. But not a long-term accommodation. - Could find work for accommodated people as freebies if presented, lots of work to do.	They all are. - Investigative positions for people entering the investigative area. - Nothing for civilians to develop (too few civilians)
	Special Administrator Covert Affairs				
	Special Constable (Senior Tactical/Strategic Intelligence)				
	Investigation Unit				
	Sergeant				
	Constable				
	OMG Unit				
	Sergeant				
	Constable				

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INTERVIEW LOG - OPERATIONS SUPPORT DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
OPERATIONS SUPPORT DIVISION	REPORTING POSITIONS				
	Source Handling Unit				
	Sergeant				
	Constable				
YOUTH SERVICES SECTION					
Inspector (John de Haas)				School Liaison is at times an accommodation position. It depends on the reason for the accommodation.	All are specialty squads. Gang Crime is helpful for the organized crime area. All could be developmental depending on the needs of the individual and future assignments.
	Intelligence Coordinator				
	Youth Services Unit				
	Sergeant				
	Constable				
	Constable Youth Referral Coordinator				
	Constable Car 86				
	Constable Car 87				
	Constable Car 278				
	Gang Crime Unit				
	Sergeant				
	Constable				
	School Liaison Unit				
	Sergeant				
	Constable				
EMERGENCY AND OPERATIONAL PLANNING SECTION					
Inspector (Steve Sweeney)				Threat Assessment members can be accommodated positions. The Traffic Authority can as well.	Both Operational Planner and the Sergeant can be developmental. These positions develop skills that are significant and unique and address appropriate dimensions within the promotional competition.
	Civilian Emergency Planner				
	Operational Planning Unit				

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INTERVIEW LOG - OPERATIONS SUPPORT DIVISION

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OPERATIONS SUPPORT DIVISION	REPORTING POSITIONS				
	Sergeant				
	Constable Traffic Authority Coordinator				
	Constable Event Planner				
	Constable Threat Assessment				
	Forensic Video Squad				
	Constable				
	Civilian Analyst				
	Civilian Forensic Video Analyst				
EMERGENCY RESPONSE SECTION					
Inspector (Dean Robinson)				The only one would be the kennel attendant.	Training Sergeant position would be. Maybe a S/Sgt position. Other organizations have S/Sgts in this position. Job profile may be expanded.
	Emergency Response Team				
	Sergeant				
	Training Sergeant				
	Constable				
	Dog Squad				
	Sergeant				
	Constable				
	Kennel Attendant				

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INTERVIEW LOG - OPERATIONS SUPPORT DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?
OPERATIONS SUPPORT DIVISION	REPORTING POSITIONS				
TACTICAL SUPPORT SECTION					
A/ Inspector (Doug Fisher)				The coordinator position. - e.g., S.F. member who has diabetes could be good fit as coordinator. - No other positions.	The Inspector's position. - Also file management and MCM in S.F. from an investigators point of view. We turn people out who become good investigators (MCS, CFSEU, IGTF). Helps you go somewhere afterwards.
	Strike Force Unit				
	Sergeant				
	Constable				
	Constable Coordinator				

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INTERVIEW LOG - SUPPORT SERVICES DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
SUPPORT SERVICES DIVISION	REPORTING POSITIONS									
Deputy Chief Constable (Jim Chu)	Executive Assistant	1-Dec-05	14:30	2120	Sgt. Palmer	C. Griffiths	No No	No No	Yes Yes	† Facilities - Warren Lemcke - Planning and Property Office. We need a coordinator position (new civilian position) to deal with day to day facility issues (desks etc..) Clyde Hosein CoV facilities - could be a shared service with VPD and CoV. Answer to city for day to day component. Insp. more in planning capacity.
	Inspector (Bob Huston)	1-Dec-05	14:30	2120	Sgt. Palmer	C. Griffiths	No ¹ Yes	Yes ² N/A	N/A N/A	¹ - Probably not. - See #2; expert evidence in court. ² - Force options reports to him may have to give expert evidence. Need Police Officer experience for this. Have to order people to do things. - Managing people at recruit level. - Also Force Options Training issues. - Supervises background investigations on recruits. - Needs to be a sworn Police Officer.
	Inspector (Ted Schinbein)	1-Dec-05	14:30	2120	Sgt. Palmer	C. Griffiths	No Yes	Yes ¹ N/A	N/A N/A	¹ - Maybe. - Sworn Police Officer manager is preferred view. - We had a Civilian Manager before (Alex Musales) - Problems. Had problems with Collective Agreement issues. Bob Rich took over spot. - Need organizational history. - Translate problems into organizational context. - Organizational knowledge needed. - Louis Odendaal is second in charge. - Would cost more for Civilian than Insp \$. - Police specific issues dealing with members careers. Need right police guy to help career paths. - Get people with sensitive issues (debt/stress). - Need sworn person to deal with. - If not a sworn officer than some work would be transferred up to DCC Level.
	Inspector (Daryl Wiebe)	1-Dec-05	14:30	2120	Sgt. Palmer	C. Griffiths	No No	No ¹ No	Yes ² Yes	¹ - Maybe. - Lean towards No. Some deals with policy. † - Civilian would take a long time to get up to speed. - Police experience helps on policy side. - On Planning Side a civilian could be better. - Had PhD from Cornell (Jean Lee) there in past. - Became glorified proof reader. - Could groom the right people for the position. Bring up existing staff. - Hard to find on open market. - Manager has to also be able to turn work away. - Would like to see one of our civilians move over there.

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INTERVIEW LOG - SUPPORT SERVICES DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
SUPPORT SERVICES DIVISION		REPORTING POSITIONS								
	Inspector (Jess Ram)	1-Dec-05	14:30	2120	Sgt. Palmer	C. Griffiths	No Yes	Yes ¹ N/A	N/A N/A	¹ - Knowledge of police manager level competency. - Dispatch policy. Police Manager experience makes operational decisions. Also includes fleet. - Financial Planning issues civilian would be good at. - Need operational experience to make purchasing decisions. Mostly because of dispatch policy. - E-Comm is also civilians; so they need a Police Officer to go to.
	Civilian Director (Warwick Wright)	1-Dec-05	14:30	2120	Sgt. Palmer	C. Griffiths	No No	No No	Yes Yes	† - Going well. - Bright guy. - 2 i/c Nancy Eng, Both C.A.s
	Civilian Director (Iris Romanuik)	1-Dec-05	14:30	2120	Sgt. Palmer	C. Griffiths	No No	No No	Yes Yes	† - We've had sworn officers do this in the past & it didn't work. We can groom in-house people below her for succession.
	Civilian IT Manager (Kathy Wunder)	1-Dec-05	14:30	2120	Sgt. Palmer	C. Griffiths	No Yes	No N/A	Yes N/A	† - Had civilian then used Kevin Mc Quiggin in interim. - Then went back to Civilian Manager which is our preference. - Other issue "Enhanced Security Checks" limits some people.
TRAINING/RECRUITING SECTION										
	Inspector (Bob Huston)	28-Nov-05	13:00	2120	Sgt. Weeks					
	Recruiting Unit									
	Sergeant	28-Nov-05	13:00	2120	Sgt. Weeks		Yes Yes	N/A N/A	N/A N/A	
	Constable	28-Nov-05	13:00	2120	Sgt. Weeks		Yes No	N/A Yes	N/A N/A	
	Education & Training Unit									
	Sergeant	28-Nov-05	13:00	2120	Sgt. Weeks		No Yes	Yes N/A	N/A N/A	† - Oversees all training and training needs for our junior department. Know the training needs that are required based on policing experience.
	Constable	28-Nov-05	13:00	2120	Sgt. Weeks		No No	Yes Yes	N/A N/A	† - (see comments for Sergeant - Similar reason.)
	Civilian Fitness Coordinator	28-Nov-05	13:00	2120	Sgt. Weeks		No No	No No	Yes Yes	† - Over roughly 10 years this position has been successfully filled by several civilians.
	Force Options Training Unit									
	Sergeant	28-Nov-05	13:00	2120	Sgt. Weeks		No Yes	Yes ¹ N/A	N/A N/A	¹ - Absolutely critical to have the skills and experience that can only be gained by police officers! - The expertise required in all aspects of the use of force is critical.
	Constable	28-Nov-05	13:00	2120	Sgt. Weeks		No No	Yes Yes	N/A N/A	† - Same as for a Sgt but at a slightly different level.
HUMAN RESOURCES SECTION										

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INTERVIEW LOG - SUPPORT SERVICES DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
SUPPORT SERVICES DIVISION	REPORTING POSITIONS									
Inspector (Ted Schinbein)		1-Dec-05	12:30	2120	Sgt. Weeks					
	Civilian HR Assistant	1-Dec-05	9:00	2120	Sgt. Weeks	No	No	Yes		
						No	No	Yes		
	Civilian Business Analyst	1-Dec-05	12:30	2120	Sgt. Weeks	No	No	Yes		
						No	No	Yes		
	Employee Relation Unit									
	Labour Relations Advisor (Civilian)	1-Dec-05	12:30	2120	Sgt. Weeks	No	No	Yes		
						No	No	Yes		
	Sergeant - Employee Services	1-Dec-05	12:30	2120	Sgt. Weeks	Yes	N/A	N/A	† - As the job is currently performed law enforcement powers, use of force and carrying a firearm is all required.	
						Yes	N/A	N/A		
	Sergeant - Attendance Management	1-Dec-05	12:30	2120	Sgt. Weeks	No	Yes ¹	N/A	¹ - Full understanding what Police Officers do and discussing return to work. † - Sgt's rank adds an authority component and is important relating to employees, WCB, pension, etc.	
						No	Yes	N/A		
	Sergeant - Labour Relations	1-Dec-05	12:30	2120	Sgt. Weeks	No ¹	Yes ²	N/A	¹ - Unless there is some statutory requirement relating to a non-police officer investigating a Police Officer. ² - Practically of investigation and the credibility required to investigate.	
						No	Yes	N/A		
	Civilian WCB Liaison	1-Dec-05	12:30	2120	Sgt. Weeks	No	No	Yes		
						No	No	Yes		
	Corporal (WSE) Safety and Health	1-Dec-05	12:30	2120	Sgt. Weeks	No	Yes	N/A		
						No	No	Yes		
	Civilian Safety and Health	1-Dec-05	12:30	2120	Sgt. Weeks	No	No	Yes		
						No	No	Yes		
	Civilian Services Unit									
	Civilian HR Advisor	1-Dec-05	12:30	2120	Sgt. Weeks	No	No	Yes		
						No	No	Yes		
	Civilian Auxiliary Placement	1-Dec-05	12:30	2120	Sgt. Weeks	No	No	Yes		
						No	No	Yes		
	Civilian HR Assistant	1-Dec-05	12:30	2120	Sgt. Weeks	No	No	Yes		
						No	No	Yes		
	Assignments & Transfers									
	Sergeant - Assignments and Transfers	1-Dec-05	12:30	2120	Sgt. Weeks	No	Yes	N/A		
						No	Yes	N/A		
	Career Development Unit									
	Sergeant - Career Development	1-Dec-05	12:30	2120	Sgt. Weeks	No	Yes	N/A		
						Yes	N/A	N/A		
	Civilian - Performance Management	1-Dec-05	12:30	2120	Sgt. Weeks	No	No	Yes		
						No	No	Yes		
	Security Officer									
	Sergeant - Departmental Security Officer	1-Dec-05	12:30	2120	Sgt. Weeks	No	Yes	N/A		
						Yes	N/A	N/A		

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INTERVIEW LOG - SUPPORT SERVICES DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
SUPPORT SERVICES DIVISION		REPORTING POSITIONS								
	Civilian - Security Officer	1-Dec-05	12:30	2120	Sgt. Weeks		No No	No No	Yes Yes	
	Payroll Unit									
	Civilian - Supervisor	1-Dec-05	12:30	2120	Sgt. Weeks		No No	No No	Yes Yes	
	Civilian - Payroll	1-Dec-05	12:30	2120	Sgt. Weeks		No No	No No	Yes Yes	
	Civilian - Time Entry	1-Dec-05	12:30	2120	Sgt. Weeks		No No	No No	Yes Yes	
	Labour Investigator									
	Sergeant	1-Dec-05	12:30	2120	Sgt. Weeks		Yes ¹ Yes	N/A N/A	N/A N/A	¹ - Statutory Requirements.
PLANNING & RESEARCH SECTION										
	Inspector (Daryl Wiebe)	25-Nov-05	12:00	2120	Sgt. Palmer					
	Civilian Research Assistant	25-Nov-05	12:00	2120	Sgt. Palmer		No No	No No	Yes Yes	
	Organizational Planning Unit									
	Sergeant	25-Nov-05	12:00	2120	Sgt. Palmer		No No	Yes Yes	No ¹ No	¹ - I, don't think so. [†] - Same as Research & Policy Unit Sgt. - Need sworn credibility. - Civilians channel work through sworn oversight to ensure theoretical planning issues are practical for organization.
	Civilian Planning and Policy Advisor	25-Nov-05	12:00	2120	Sgt. Palmer		No No	No No	Yes Yes	[†] - Specially trained civilians needed in these areas.
	Civilian Planning Analyst	25-Nov-05	12:00	2120	Sgt. Palmer		No No	No No	Yes Yes	[†] - Same as advisor position.
	Research & Policy Unit									
	Sergeant	25-Nov-05	12:00	2120	Sgt. Palmer		No Yes	Yes N/A	No N/A	[†] - Can't be filled with civilian. - Credibility issue in P&R; need sworn staff as well to meet demands of organizational culture.
	Constable	25-Nov-05	12:00	2120	Sgt. Palmer		No No	Yes No	N/A ¹ Yes	¹ - Could be if 2 were still sworn & 1 became civilian. (see comments below). [†] - 3 Constables. Currently . - Same reasons as outlined as for the Sgt. You could possibly eliminate 1 Police Officer position so you had 2 sworn members and a specially trained civilian. It would be best filled with a specialized trained civilian such as a retired Mounties with L.E. experience. - Upside to 3, with people being away on leave, about 20 weeks a year are lost therefore 3 is a good number right now to cover off the sworn requirements.
	Civilian Research and Policy Advisor	25-Nov-05	12:00	2120	Sgt. Palmer		No	No	Yes	[†] - It could be filled with a sworn person but you won't find someone with the qualifications very often.

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INTERVIEW LOG - SUPPORT SERVICES DIVISION

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SUPPORT SERVICES DIVISION	REPORTING POSITIONS						No	No	Yes	
	Civilian Research Analyst	25-Nov-05	12:00	2120	Sgt. Palmer		No	No	Yes	
							No	No	Yes	
COMMUNICATIONS SECTION										
	Inspector (Jess Ram)	30-Nov-05	10:00	2120	Sgt. Palmer					
	Sergeant	30-Nov-05	10:00	2120	Sgt. Palmer		Yes ¹	Yes ²	N/A	¹ - He is doing investigations of members and their responses. - Also 2 i/c for Insp. Decision making ability. - Needs authority. ² Yes- See above- Overall knowledge of laptops, PRIME, cars. - People work as a team. - Culture of helping one another.
							Yes	N/A	N/A	
	Sergeant - PRIME	30-Nov-05	10:00	2120	Sgt. Palmer		No	Yes ¹	N/A	¹ - Investigative background & integral knowledge of how investigations are conducted & relation to PRIME.
							No	Yes	N/A	
	Constable - PRIME (CAD Support)	30-Nov-05	10:00	2120	Sgt. Palmer		No	Yes ¹	N/A	¹ - Similar to PRIME position. - Day to day application of CAD & meetings at MMD (Mainland Municipal Dept.) for representation.
							No	Yes	N/A	
	Civilian Telecommunications Coordinator	30-Nov-05	10:00	2120	Sgt. Palmer		No	No	Yes	
							No	No	Yes	
	Telephone Response Team									
	Sergeant	30-Nov-05	10:00	2120	Sgt. Palmer		Yes ¹	N/A	N/A	¹ - You are clearing calls. - Directing units to do things, need the authority. - Oversee complaints over members responsible.
							Yes	N/A	N/A	
	Constable	30-Nov-05	10:00	2120	Sgt. Palmer		No	Yes ¹	N/A	¹ - See below. - Determine nature of call. - Determine if needs police attendance. - Determine if police follow up needs to be done. - Could possibly be a retired policeman.
							No	No	Yes	
	Fleet Services									
	Civilian Manger (Sergeant)	30-Nov-05	10:00	2120	Sgt. Palmer		No	Yes ¹	N/A ²	¹ However , If you had the right civilian position (ex - RCMP or similar with police fleet experience) it could work. ² - See above - Better relationship with COV EQS (Equipment Services) now with sworn. - Better fleet - more ownership of vehicles. - Previous civilian left such a bad taste in everyone's mouth. We brought in someone with credibility to fix things up. If we found a civilian who wants to stay & is qualified it would work. - User confidence has greatly improved with sworn member in position.Note: This is currently an authorized civilian position.
							No	No	Yes	
	Civilian Supervisor	30-Nov-05	10:00	2120	Sgt. Palmer		No	No	Yes	
							No	No	Yes	
	Civilian Lead Attendant	30-Nov-05	10:00	2120	Sgt. Palmer		No	No	Yes	

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INTERVIEW LOG - SUPPORT SERVICES DIVISION

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SUPPORT SERVICES DIVISION										
FINANCIAL SERVICES SECTION										
REPORTING POSITIONS										
Civilian Director (Warwick Wright)		10-Nov-05	12:00	2120	Sgt. Weeks	C. Griffiths				
	Executive Assistant	10-Nov-05	12:00	2120	Sgt. Weeks	C. Griffiths	No	No	Yes	
	Civilian Manager - Contoller	10-Nov-05	12:00	2120	Sgt. Weeks	C. Griffiths	No	No	Yes	
	Civilian Manager - Financial Analysis	10-Nov-05	12:00	2120	Sgt. Weeks	C. Griffiths	No	No	Yes	
	Civilian Financial Analyst	10-Nov-05	12:00	2120	Sgt. Weeks	C. Griffiths	No	No	Yes	
	Civilian Senior Budget Analyst	10-Nov-05	12:00	2120	Sgt. Weeks	C. Griffiths	No	No	Yes	
	Accounts Payable	13-Dec-05	14:00	By Phone	Sgt. Weeks		No	No	Yes	
	Accounts Receivable	13-Dec-05	14:00	By Phone	Sgt. Weeks		No	No	Yes	
	Travel and Training	13-Dec-05	14:00	By Phone	Sgt. Weeks		No	No	Yes	
POLICE STORES										
Civilian Manager (Jim Lloyd)		8-Nov-05	14:00	2120	Sgt. Weeks					
	Civilian Storekeeper	8-Nov-05	14:00	2120	Sgt. Weeks		No ¹	No	Yes	¹ - Required to handle firearms (Designated agent for dept.).
	Civilian Storeworker	8-Nov-05	14:00	2120	Sgt. Weeks		No ¹	No	Yes	¹ - Required to handle firearms (Designated agent for dept.).
INFORMATION MANAGEMENT SECTION										
Civilian Director (Iris Romanuik)		16-Nov-05	10:00	312	Sgt. Palmer	V. Chin				
	Administrative Assistant	16-Nov-05	10:00	312	Sgt. Palmer	V. Chin	No	No	Yes	† - Formerly an exempt position - Clerical
	Systems Administrator	16-Nov-05	10:00	312	Sgt. Palmer	V. Chin	No	No	Yes [†]	[†] - Absolutely. † - An admin. position very specialized in nature. Requires consistency throughout.

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INTERVIEW LOG - SUPPORT SERVICES DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
SUPPORT SERVICES DIVISION	REPORTING POSITIONS									
	Manager - CPIC Transcription/Court Liaison/ I&P (Volker Helmuth)	16-Nov-05	10:00	312	Sgt. Palmer	V. Chin	No ¹ No	No No	Yes Yes	¹ - Not that specific position. † - Legal background required on admin. Things. Peace officer status I'd as requirement for crown liaison now. Need I.D. of job, training, skills, special application & oath & records clearance. Swearing of info's & tele-bail bail needs Police Officer status. - Document services most accommodate & pre-recruits doing the swearing right now. - Need to swear in whole Crown Liaison Unit with Police Officer status (Due to shift work) on the horizon. - Document services could be handle by Civilian staff subpoena's. Do by phone to get people to come in wouldn't apply for summons process through which needs sworn members getting legal opinion. If possible would use retired members in Crown Liaison positions. They have background knowledge now using crim degree grads in these spots.
	Manager - Quality Control, Records Management & Public Service (Donna Marshall-Cope)	16-Nov-05	10:00	312	Sgt. Palmer	V. Chin	No No	No No	Yes ¹ Yes	¹ - Absolutely. † - Previously a Civilian Management Position.
	Civilian Manager - Quality Control, Records Management & Public Service (Donna Marshall-Cope)	18-Nov-05	8:00	312	Sgt. Palmer					
	Quality Control Unit									
	Civilian Supervisor	18-Nov-05	8:00	312	Sgt. Palmer		No No	No No	Yes Yes	† - It would be detrimental to have someone rotating through the position.
	Records Management Unit									
	Civilian Supervisor	18-Nov-05	8:00	312	Sgt. Palmer		No No	No No	Yes Yes	
	Public Service Unit									
	Civilian Supervisor	18-Nov-05	8:00	312	Sgt. Palmer		No No	No No	Yes Yes	† - Interesting not having a sworn member when people turn themselves in or for disruptive people. People spit & turn weapons in about once a month.

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INTERVIEW LOG - SUPPORT SERVICES DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
SUPPORT SERVICES DIVISION	REPORTING POSITIONS									
Civilian Manager - CPIC/ Transcription/ Court Liaison/I&P (Volker Helmuth)		22-Nov-05	9:00	312	Sgt. Palmer	C. Griffiths				
	CPIC Management Unit									
	Civilian Supervisor	22-Nov-05	9:00	312	Sgt. Palmer	C. Griffiths	No	No	Yes	† - It is a highly trained position, comprehensive depth of knowledge with CPIC, above that we go to CPIC Ops.
							No	No	Yes	
	Transcription Unit									
	Civilian Team Leader/CPIC Support Supervisor	22-Nov-05	9:00	312	Sgt. Palmer	C. Griffiths	No	No	Yes	† - It's a straight forward civilian /data entry position.
							No	No	Yes	
	Court Liaison Unit									
	Civilian Supervisor	22-Nov-05	9:00	312	Sgt. Palmer	C. Griffiths	No	No	Yes	† - Staff role changing. - Civ. Staff will need to have Police Officers powers. - This will be eight civilians that would need limited delegations with Police Officer status. - Impediment with the moment re: security clearance. - Some older employees require enhanced security clearances. - Teamsters involved. - In discussion with HR. - Other possible options include jail personnel doing it if we take over jail in future.
							No	No	Yes	
	Information and Privacy Unit									
	Coordinator	22-Nov-05	9:00	312	Sgt. Palmer	C. Griffiths	No	No	Yes	
							No	No	Yes	
	Constable Analyst	22-Nov-05	9:00	312	Sgt. Palmer	C. Griffiths	No	No	Yes	† -The benefits of sworn is corporate knowledge, this was huge. The contacts with sworn members helpful i.e.: members notes & file not in RMS. - Purely a bonus; not a requirement. - Police Officers brought inside knowledge. - However specially trained civilian could have this background through training & experience. - Laid out in legislation what I&P requirements (FOI) are legally. - Was originally a sworn position/unit under Sgt. Bob Rich. - Posted twice recently but no sworn interest. - Previous constable found not what they thought policing should be, more analyzing records. - With a civilian you would have longer term stability. - Retired members other P.D.s & Corps. Also have qualified people who would apply. - Would likely be Clerk 4 spot which would be less than a 1st class PC.
							No	No	Yes	
INFORMATION TECHNOLOGY SECTION										

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INTERVIEW LOG - SUPPORT SERVICES DIVISION

		Date	Time	Location	Inter#1	Inter#2	Does the position require law enforcement powers? (i.e. Powers of arrest, use of force, statutory requirement, carrying of a firearm)	Are the skills, training, experience or credibility of a sworn police officer required to fulfill the duties of the position?	Can the requirements of the position be fulfilled by a specially trained civilian?	Comments
SUPPORT SERVICES DIVISION	REPORTING POSITIONS									
Civilian IT Manager (Kathy Wunder)		17-Nov-05	15:00	2120	Sgt. Palmer	V. Chin				
	Technical Services Supervisor	17-Nov-05	15:00	2120	Sgt. Palmer	V. Chin	No	No	Yes	
							No	No	Yes	
	Security Specialist	17-Nov-05	15:00	2120	Sgt. Palmer	V. Chin	No	No [†]	Yes	[†] - Credibility not a requirement but would be nice.
							No	No	Yes	
	Systems Analyst	17-Nov-05	15:00	2120	Sgt. Palmer	V. Chin	No	No	Yes	
							No	No	Yes	
	Training Coordinator	17-Nov-05	15:00	2120	Sgt. Palmer	V. Chin	No	No	Yes	
							No	No	Yes	

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INTERVIEW LOG - SUPPORT SERVICES DIVISION

		Are there positions in the Vancouver Police Department that you believe are suitable as an accommodated position?	Are there positions in the Vancouver Police Department that you believe are suitable as a developmental position?	Are there positions within your section that you believe are suitable as an accommodated position?	Are there positions within your section that you believe are suitable as a developmental position?	
SUPPORT SERVICES DIVISION	REPORTING POSITIONS					
Deputy Chief Constable (Jim Chu)	Executive Assistant	TRT. - Could put some people in civilian spots and eat the differential. But would be a problem with the Teamsters. TRT should be 1st spot for accommodated people. - Helps operational people on the road. If we eliminate all these positions to civilians then what do we do with all the accommodated people.	Yes - P&R -HR - Training - Communications - Finance (don't have one right now). P&R/CAU Turf situation with Ops. - Efficiencies to be gained with civilianization & possibly combining with P&R. - Fleet Supervisor Use operational knowledge. - Authority to give people discipline. - Own damage is down. * Need to develop civilians career paths so they can develop & move up. - If we had someone who may be a DCC or Supt. could put in there (Finance) for 1 yr to get financial experience. - P&R has a past history of developing leaders. Learn more about broad knowledge of VPD.			
	Inspector (Bob Huston)					
	Inspector (Ted Schinbein)					
	Inspector (Daryl Wiebe)					

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INTERVIEW LOG - SUPPORT SERVICES DIVISION

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SUPPORT SERVICES DIVISION	REPORTING POSITIONS					
	Inspector (Jess Ram)					
	Civilian Director (Warwick Wright)					
	Civilian Director (Iris Romanuik)					
	Civilian IT Manager (Kathy Wunder)					
TRAINING/RECRUITING SECTION						
Inspector (Bob Huston)				Most of the positions in Section could be filled by an accommodated person depending on the reason for the accommodation.	Training section positions in particular are very good developmental positions. Same with Recruiting if looking to gain investigative experience.	
	Recruiting Unit					
	Sergeant					
	Constable					
	Education & Training Unit					
	Sergeant					
	Constable					
	Civilian Fitness Coordinator					
	Force Options Training Unit					
	Sergeant					
	Constable					
HUMAN RESOURCES SECTION						

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SUPPORT SERVICES DIVISION	REPORTING POSITIONS					
Inspector (Ted Schinbein)				Almost all may be considered and must consider individuals skills set if the position is better held for the development of members.	Assignment and transfers, DSO, Labour Investigation, Career Planning/Performance Development.	
	Civilian HR Assistant					
	Civilian Business Analyst					
	Employee Relation Unit					
	Labour Relations Advisor (Civilian)					
	Sergeant - Employee Services					
	Sergeant - Attendance Management					
	Sergeant - Labour Relations					
	Civilian WCB Liaison					
	Corporal (WSE) Safety and Health					
	Civilian Safety and Health					
	Civilian Services Unit					
	Civilian HR Advisor					
	Civilian Auxiliary Placement					
	Civilian HR Assistant					
	Assignments & Transfers					
	Sergeant - Assignments and Transfers					
	Career Development Unit					
	Sergeant - Career Development					
	Civilian - Performance Management					
	Security Officer					
	Sergeant - Departmental Security Officer					

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SUPPORT SERVICES DIVISION	REPORTING POSITIONS					
	Civilian - Security Officer					
	Payroll Unit					
	Civilian - Supervisor					
	Civilian - Payroll					
	Civilian - Time Entry					
	Labour Investigator					
	Sergeant					
PLANNING & RESEARCH SECTION						
Inspector (Daryl Wiebe)				Yes - there are, - For the right accommodated person. - As long it's the right person for the job.	Yes. - All of them would be. - Even the civilians, but most wouldn't have the skill set necessary. - Could have several developmental situations going on at once.	
	Civilian Research Assistant					
	Organizational Planning Unit					
	Sergeant					
	Civilian Planning and Policy Advisor					
	Civilian Planning Analyst					
	Research & Policy Unit					
	Sergeant					
	Constable					
	Civilian Research and Policy Advisor					

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SUPPORT SERVICES DIVISION	REPORTING POSITIONS					
	Civilian Research Analyst					
COMMUNICATIONS SECTION						
Inspector (Jess Ram)				TRT - NCO could be accommodated. - PCs could be accommodated. -PRIME coordinator people that answer to him (if these positions come about)	TRT Sgt. In terms of admin skills. PRIME coordinator/administrative experience. - CAD Support position administrative experience.	
	Sergeant					
	Sergeant - PRIME					
	Constable - PRIME (CAD Support)					
	Civilian Telecommunications Coordinator					
	Telephone Response Team					
	Sergeant					
	Constable					
	Fleet Services					
	Civilian Manger (Sergeant)					
	Civilian Supervisor					
	Civilian Lead Attendant					

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SUPPORT SERVICES DIVISION	REPORTING POSITIONS				
FINANCIAL SERVICES SECTION					
Civilian Director (Warwick Wright)				No	No
	Executive Assistant				
	Civilian Manager - Controller				
	Civilian Manager - Financial Analysis				
	Civilian Financial Analyst				
	Civilian Senior Budget Analyst				
	Accounts Payable				
	Accounts Receivable				
	Travel and Training				
POLICE STORES					
Civilian Manager (Jim Lloyd)				No sworn position	No sworn position
	Civilian Storekeeper				
	Civilian Storeworker				
INFORMATION MANAGEMENT SECTION					
Civilian Director (Iris Romanuik)					There is the potential. - More ad hoc - some benefits there perhaps for promotion in Crown Liaison. Use a Police Officer with expertise for development to Sgt. Been done before.
	Administrative Assistant			I & P position (Constable)	
	Systems Administrator				

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SUPPORT SERVICES DIVISION	REPORTING POSITIONS					
	Manager - CPIC Transcription/Court Liaison/ I&P (Volker Helmuth)					
	Manager - Quality Control, Records Management & Public Service (Donna Marshall-Cope)					
Civilian Manager - Quality Control, Records Management & Public Service (Donna Marshall-Cope)				I think they could do some of the swearing of Informations. A portion of the job for people on maternity, etc. But not for all the requirements of the Crown Liaison position. Possibly front counter work as well. If we could put someone on front counter & move our person upstairs that would be beneficial.	Possibly fingerprint clearances for future identification members eliminations & classifications. - Possibly in transcription to get familiar with Versadex. Also possibility of hiring some civilians who are working to get on the regular force to gain experience.	
	Quality Control Unit					
	Civilian Supervisor					
	Records Management Unit					
	Civilian Supervisor					
	Public Service Unit					
	Civilian Supervisor					

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SUPPORT SERVICES DIVISION	REPORTING POSITIONS					
Civilian Manager - CPIC/ Transcription/ Court Liaison/I&P (Volker Helmuth)				Right now swearing of Informations, this would be temporary until formally resolved meeting with H.R.	Yes - definitely CPIC transcription support to learn RMS Management system well. - Possibly in Crown Liaison to become familiar with what is required to become part of a proper RTCC. - Already gathering total number request up. - Already gathering average time to response. - Don't capture amount of time for each FOI request. - Time management software on market will be looking at.	
	CPIC Management Unit					
	Civilian Supervisor					
	Transcription Unit					
	Civilian Team Leader/CPIC Support Supervisor					
	Court Liaison Unit					
	Civilian Supervisor					
	Information and Privacy Unit					
	Coordinator					
	Constable Analyst					
INFORMATION TECHNOLOGY SECTION						

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SUPPORT SERVICES DIVISION	REPORTING POSITIONS					
Civilian IT Manager (Kathy Wunder)	Technical Services Supervisor			The only thing is, not the training coord; but you could use accommodated people to assist the training coord. It would have to be a longer term accommodation. Due to the training involved. Don't currently have the space to do this through.	For civilians yes to move up. - Not for sworn members.	
	Security Specialist					
	Systems Analyst					
	Training Coordinator					

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