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## ARCHIVÉE - Contenu archivé

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# Human Resources Division



2008 Annual Report

Staffing Numbers as of Dec 31, 2008

<b>Civilian Staff</b>	
Operational strength	106
Full time	84
Part time	4
Auxiliary	18
Secondments	0
Job share	2
Maternity leave	0
Long term disability	4
Leave of absence	0
Male employees	15 (14%)
Female employees	91 (86%)
Visible minority male employees	0 (0%)
Visible minority female employees	1 (1%)

<b>Police Officers</b>	
Authorized strength	241
Current Operational strength	236
Actual strength	218
Secondments	10
Job share	10
Maternity leave	3
Light duties awaiting mat leave	1
Light duties from long term injury	1
JIBC recruits	13
Long term disability	1
Leave of absence	0
Male police officers	193 (77%)
Female police officers	58 (23%)
Visible minority male police officers	15 (6%)
Visible minority female police officers	4 (2%)

2008 Retirements and Resignations

<b>Retirements and Resignations - Civilian Staff</b>	
Number of civilian staff retired	0
Number of civilian staff resigned	4

<b>Retirements and Resignations – Police Officers</b>	
Number of police officers retired	5
Number of police officers resigned	12

2008 Recruiting Statistics

<b>Civilian Staff</b>	
Total number of civilian staff hired in 2008	12
Regular full-time hires (RFT)	3
Auxiliary hires	9

<b>Police Officers</b>	
Total number of police officers hired in 2008	27
Exempt police officers hires	8
Recruit police officer hires	19

Secondments (fully funded)

Total number of secondments: 10  
 New 2008 secondments: 1 (JIBC)  
 Secondments terminated in 2008: 5 (CFSEU, ISPOT, NWEST, Civil Forfeiture, 2010 Joint Intelligence Unit)

	<b>Name</b>	<b>Location</b>
1	Sgt. Gord Cochrane	Combined Forces Special Enforcement Unit (CFSEU)
2	Cst. Brad Fraser	Integrated National Security Enforcement Team (INSET)
3	Sgt. Keith Lewis	Integrated Municipal Provincial Auto Crime Team (IMPACT)
4	Cst. Paul Brookes	Island District Integrated Technological Crime Unit (IDITCU)
5	Cst. Bill Roberts	Drug Evaluation & Classification Program (DECP)
6	Cst. Jason Ince	Integrated Road Safety Unit (IRSU)
7	Cst. Carolyn Luchuck	Integrated Road Safety Unit (IRSU)
8	Cst. Graeme LeBlanc	Integrated Road Safety Unit (IRSU)
9	Vacant	Integrated Road Safety Unit (IRSU)
10	Cst. Jim Henly	Justice Institute of British Columbia (JIBC)

## Staffing Breakdown

On December 31, 2008 the Victoria Police Department employed a total of 251 police officers: 236 at VicPD, 5 job share and 10 fully funded secondments. Of these 251 officers, 147 (59%) were hired by VicPD and have not worked in another police organization while 104 (41%) are exempt officers from other police organizations. The following breakdown illustrates the make-up of our organization:

<b>Number of officers</b>	<b>Past Police organization</b>
147 (59%)	Victoria Police Department
20 (8%)	RCMP
17 (7%)	Vancouver Police Department
10 (4%)	Edmonton Police Service
8 (3%)	Saanich Police Department
6 (2%)	Central Saanich Police Department
6 (2%)	Delta Police Department
6 (2%)	Oak Bay Police Department
5 (2%)	Calgary Police Service
5 (2%)	Ottawa Police Service
5 (2%)	West Vancouver Police Department
4 (2%)	Toronto Police Service
3 (1%)	Tribal Police
1	Abbotsford Police Department
1	Halton Regional Police
1	Military Police
1	New Westminster Police Service
1	Ontario Provincial Police
1	Ports Canada Police
1	Saskatoon Police Department
1	Waterloo Police Department
1	Windsor Police Department

### WorkSafe BC Claims – Police Officers

#### **WorkSafe BC - Injuries on Duty – Time Loss**

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>Number of Claims</b>	18	43	27	16
<b>Hours Lost</b>	710 (59 days)	1902 (158 days)	3266 (272 days)	2725 (227 days)

#### **WorkSafe BC - Injuries on Duty – No Time Loss**

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>Number of Claims</b>	87	60	60	60

## Sick Leave Hours Used

	2005	2006	2007	2008
<b>Civilians</b>	4179 (418 days)	6051 (605 days)	5302 (530 days)	5186 (518 days)
<b>Police Officers</b>	9403 (783 days)	11,857 (988 days)	10,865 (905 days)	12,107 (1009 days)

### Awards Recognition:

In November 2008, Cst. Dale Sleightholme and Cst. Paul Spencelayh were recognized for their heroic actions at a Police Honors Night Awards ceremony at Government House. The details of the incident are summarized below.

Cst. Spencelayh and Cst. Sleightholme were dispatched to the beach area below Dallas Road for a distressed male who had entered the water. Upon arrival, they observed the male had swum out approximately 35 yards and was having difficulty staying afloat. After scaling down the bluff the two officers removed their duty gear and entered the water. At this point, the male was in imminent danger of drowning. After successfully rescuing the male he was transferred to the Marine Response Unit whereupon he was transported dockside for treatment by the British Columbia Ambulance Service. There were a number of witnesses who were watching this event unfold who commented directly to the on-scene supervisor how impressed they were with both of the Constables' actions in saving this man's life.

### **Long Service Awards:**

The following employees were recognized at the 2008 Long Service Awards ceremony for their dedicated service to our police department:

**10 years service** – Stu Adam, Cst. Colin Brown, Cst. Steve Kowan, Carol McClintock, Cst. Jamie McRae, Cst. Sean Millard, Tanya Rogers, Cst. Kristi Ross, Cst. Ross Smith

**15 years service** – Cst. Colin Ash, Cst. Laura Eastwood, Cst. Darrell Fairburn, Denise Girvin, Cst. Sue Hamilton, Sandi Piano, Cst. Shannon Perkins, Insp. Del Manak, Tara Minnick

**20 years service** – Sgt. Gord Cochrane, Sgt. Brian Fox, Insp. Bob Gehl, Sgt. Steve Ing, Cst. Sue Law, Sandy McKinnon, A/Insp. Jamie Pearce, Sgt. Kerry Panton, Sgt. Tom Sawyer, Sgt. Bill Trudeau, Sgt. Mike Yeager

**30 years service** - Cst. Terry Albrecht, Insp. Clark Russell

### **150th Anniversary:**

2008 marked the sesquicentennial (150<sup>th</sup> anniversary) of the Victoria Police Department. There were numerous articles in the media outlining the contributions of VicPD over the years and a number of ceremonies held throughout the year to celebrate this historic occasion including the department hosting an open house on the upper causeway. Every police department employee was presented with a 150th anniversary medallion. In addition to this, we held a ceremony honoring our retired members, with serving senior officers presenting them with their medallions.

## Career Pathing:

### **Career Path Guidelines:**

The career path guidelines utilized over the past number of years were reviewed with the police Union and some changes were made. Specifically, the career path guidelines were relaxed to encourage members to move to the Traffic Section or the Beat and Bikes Section within the Focused Enforcement Team (FET). Members who are assigned to FET as of 2008 will now be allowed to move to a specialty unit without returning to Patrol and these members will be given preference for positions in Strikeforce and SCU.

### **Constable to Sergeant Promotional Competition:**

A promotional competition was not held in 2008, however it is anticipated that there will be a need to hold one in early 2009.

A formal process for the identification of acting Sergeants occurred immediately following the 2007 promotional process. The acting Sergeants were placed in key positions in the department so they could develop their supervisory and leadership skills. A review of the acting Sergeant positions was completed in September 2008 to ensure that the members seeking promotion were given opportunities to learn and demonstrate their supervisory skills.

A committee was created to provide feedback regarding the creation of a promotional pool for the rank of Sergeant. It is expected that a final report summarizing their recommendations will be forwarded to the Human Resources OIC in early 2009. This may result in a pool of members being identified from which promotions to this rank will take place. Leadership and supervisory training and experiences will be a priority for this group to allow development in these areas prior to promotion.

### **Creation of Patrol Follow-Up Position- Light Duties:**

Responding to feedback from the Patrol Division asking for additional support, the Patrol Follow-up Officer position was created in late 2007 for members on light duties. This position offered injured members the opportunity to stay in Patrol in a non-uniform function assisting front-line officers with behind the scene duties such as entering exhibits, preparing photo line-ups and other administrative tasks.

During 2008, several short term light duty members were placed to this position. During the latter half of 2008 it was difficult to staff this position due to a reduced number of members on light duties and other departmental priorities.

### **Job Postings:**

In 2008 there were 19 competitions for job vacancies involving 28 sworn positions within and outside the Department. To assist supervisors and managers with anticipated timelines as to when vacant or new positions would be filled, a prioritized vacancy list was created and prioritized weekly dependent upon the needs of the organization.

### **Integrated Units:**

In 2007 an agreement was reached with other police agencies in the region to initiate two integrated police units; the Integrated Major Crime Unit and the Regional Crime Unit. These two units are distinct from the usual secondment positions our members have been involved with in the past as they are not fully funded positions. Instead, the resources

dedicated to these two integrated units will come directly from existing resources without the ability to hire more members to replace them. However, it was felt that the integrated units will directly impact some of the significant challenges our respective police agencies are facing, enabling a regional approach to problem solving.

The Vancouver Island Integrated Major Crime Unit (VIIMCU) is comprised of 6 Victoria Police Department members (5 Constables and 1 NCO) and 12 RCMP members. This unit is responsible for investigating all homicides, in-custody deaths and police officer involved shootings throughout Vancouver Island.

The Regional Crime Unit (RCU), started in the last few months of 2007, has been partially staffed and will eventually be comprised of a total of 15 members from various police agencies in the Greater Victoria area. The mandate of this unit is to target the most prolific offenders in the region and it is expected to have an immediate impact. The Victoria Police Department's contribution to this team will be a total of 6 members.

In 2008, we identified two members to move to the RCU and we will be identifying another 2 members in 2009.

**Promotions:**

There were two Sergeant promotions in 2008. Cst. Barrie Cockle and Cst. Gary Jones were promoted to the rank of Sergeant from the 2007 Sergeant promotion eligibility list. The two remaining members from this list, Cst. Waterman and Cst. Fairburn, will be promoted in January 2009.

In spring 2008, an Inspector competition was held to identify one successful candidate for the A/Inspector position within the Focused Enforcement Team and to identify candidates for an Inspector Development Pool from which future Inspector promotions could occur. Sgt. Jamie Pearce was identified as the top candidate and Sergeants Fox, Ing, Lacon and Lindner were selected for the Inspector Development Pool. Feedback was provided to all the candidates at the conclusion of the competition and a development plan was created for those selected to the Inspector Development Pool.

Civilian Staff Initiatives and Highlights:

**Information Session:**

In April, an information session was held for all civilian employees to provide them with an update on staffing, recruitment, training, course feedback, performance appraisals, and policy review.

**Information Storage:**

Maintaining paper transcripts such as an employee's career history, training requests, training participation and personal information continues to be ineffective. The process for entering this information onto basic spreadsheets has taken longer than anticipated and has led the Division to research other software programs. The current City of Victoria HR/Payroll system program does not meet HR's needs and it was recently announced that the City is moving away from this program all together. The Division is looking at purchasing an improved, more efficient system that other Divisions within the department are utilizing (Integrated Police Data Management Application - IPDMA). It is anticipated that this will be sorted out by early-mid 2009.



**Job Evaluation:**

The Job Evaluation Committee continued to work on several open 2007 files and nine 2008 new files, including outstanding dispute items with the Union that required additional attention/meetings.

**Job Postings:**

There were 30 competitions held for job vacancies in 2008.

**Labour Management:**

The Human Resources Division resolved the one grievance received in 2008 at Step One of the process. The additional outstanding grievance carried over will be complete by early 2009. This grievance is known as the True Employer grievance regarding jail employees that are contracted through the Canadian Corporation of Commissionaires. The jailers became part of the CUPE Union in early 2007 and will now be included within the Victoria Police Union as part of a new Letter of Understanding (LOU#9). Transition details will be sorted through HR within the first months of 2009.

**New positions:**

In 2008, there were six new civilian positions created. They consisted of the following: In-house Legal Counsel, Media/External Communications/Web/Media Analyst, Communications Specialist, Records UCR, Records Court Specialist, and Records Fingerprint/MNI Specialist.

**Performance Appraisals:**

In sections where there are 15 or more employees to a supervisor, it was decided that staff would actively participate in the process by creating their own appraisal in conjunction with the supervisor creating one as well to produce an amalgamated document.

All personnel files were reviewed and a master spreadsheet created that outlined the status of each civilian's performance history. Each unit manager was sent the list to confirm/update and work on completing some long outstanding performance appraisals in the attempt to get them up to date.

**Training:**

The civilian training budget was increased from \$25,000 to \$35,000 for 2008, approximately \$425.00 per staff person. This amount included an Education Fund for civilian employees seeking reimbursement on courses they completed on their own time that constituted value to the organization. The expenditures for 2008 training were approximately \$50,000 primarily due to costs additional training costs in the Communications Centre and Information Technology. Specifically, IT training/courses are very costly and not usually offered locally.

**Specific Departments:*****Communications Division - Recruitment:***

To streamline supervision in the Communications Centre a fourth Communications supervisor position was added to the Communications Centre. This allowed the Communications Centre to have one supervisor per Watch and helped provide consistency and better coordination within the Communications Centre and with each Patrol Watch.

Given the nature of their work, there is a special set of skills that are required to work in the Communications Centre. In order to screen applicants and ensure only those with the requisite skills were hired, a new software program known as "Critical Software" was introduced as part of the screening process for hiring in the Communications Centre.

The HR Coordinator worked with the Communications Centre recruitment team to identify creative ways to advertise for the tough to fill Communications Specialist positions.

***Human Resources Division - HR Coordinator Processes:***

It was identified that there was a need to create a civilian HR processes guide that provided an overview for the management/advisor responsibilities and outlined many of the functional responsibilities of the position. Ms. Kris Kosich spearheaded this initiative and has created an updated document that sets out her position's duties and responsibilities including a step-by-step guide for each process.

***Records Division - Review:***

The Human Resources Division undertook an internal review of the Records Section which was initiated due to staff comments regarding the morale of the section. Staff members were interviewed and asked to provide feedback on a variety of topics. There were six specific areas of concern that were identified. A committee reviewed the audit and came up with recommendations to address the concerns raised in the report. The recommendations were implemented during 2008.

A second follow-up set of individual employee interviews were completed as a follow-up to the initial interviews and report from last year. A summary report and recommendations document was created and shared with the OIC of HR, the Director of Information Management, the rest of the Senior Management team and the Records staff, which included specific action recommendations items including the creation of a second Records Supervisor for the Division.

Communications Plan:

In 2008, the Human Resources Division continued to encourage open two-way communication with all sworn and non-sworn staff in attempts to seek their input, answer questions and discuss recruitment, training and career pathing initiatives being undertaken throughout the year.

The OIC of the Human Resources Division met face to face with members of all Sections within the organization in the spring and fall of 2008 to provide them with HR updates. As always, members were encouraged to come and meet with the OIC to exchange ideas one on one at any time. In addition, a number of department wide emails were sent out to the membership to keep them informed of new changes within the organization.

***Entry and Exit Interviews:***

In late 2006, formal entry and exit interviews were implemented for all staff entering and exiting the organization. These interviews were implemented to help provide HR with a clear picture of our strengths and weaknesses and assist HR in maintaining a positive and healthy work environment.

For new police recruits these interviews were completed at the expiration of their probation period to discuss a variety of topics. The areas covered include their experience during the hiring process, the swearing in process, training at the JIBC, their field training period and a mentoring period after graduation. The goal of holding these interviews is to review all of these steps to ensure the new employees are supported and to identify areas where improvement is needed. As a result we encourage these members to be candid in their feedback.

In 2008, seven interviews were conducted. From these interviews, we clearly established that the recruits feel they have received a tremendous amount of support and information from the HR staff throughout the hiring and swearing in process. In a couple of cases, the recruits indicated that they explored other options for policing careers and came to Victoria based on the way they were treated during the hiring process. All of the recruits have stated that feel very welcome and supported in the Victoria Police Department and speak highly about their field training and other work experiences. A few minor concerns have been raised about the training at the JIBC and these were communicated to the JIBC staff and where possible, changes were made.

For exempt police officers entry interviews are completed between the six and eight month mark. In 2008, there were only three exempt officers who fell within this time frame. The feedback we received from these three exempt officers was overwhelming positive in relation to their expectations and overall satisfaction with our department. They felt valued, supported and a part of the larger team at VicPD.

In total, there were 10 entry interviews and 7 exit interviews conducted. There has been excellent feedback received from these interviews as police members and civilian employees enter and exit our organization. The relevant information on how to improve our department and increase our retention rates has been shared with those sections that were identified as needing improvement.

### Critical Incident Stress Management:

The CISM Team maintained a fairly steady response load throughout 2008. There were approximately 200 hours of logged contact time which is expected to increase over time as Team members continue to follow-up with their initial contacts.

With the assistance of the team psychologists, the team was able to review and refresh their members on specific peer support techniques as a part of each regular meeting. Most of the team attended one or more of the training sessions that were offered in 2008. Those that missed a formal training session will have the opportunity to refresh their skills during the mandatory spring training in 2009.

One of our meetings was held at Christ Church Cathedral where the police chaplain, Rev. Logan McMenamie, hosted a team meeting which included a tour of the Cathedral.

A professional CISM brochure using the department's new branding was developed for distribution at defusing and debriefing sessions as well as a teaching aid for new recruits and exempt police officers.

Improvements were made to the CISM website and now include a link for those interested in learning more about depression and suicide. The CISM Team continues to work with Human Resources and Information Management to expand its accessibility via the intranet.

Goals for 2009 include refresher training for all team members, offer training opportunities to a broader population of the Victoria Police Department, coordinate and offer the 3<sup>rd</sup> semi-annual Family Wellness Conference, develop a succession plan for the team's leadership and examine the role of CISM within VicPD.

The Victoria Police Department is fortunate to have such a committed group of volunteers from all areas of the organization to make up the CISM team. It is because of the dedication of this team that all employees of this department can feel confident that they will be supported and cared for after being involved in a critical incident.

### Diversity Initiatives and Highlights:

#### **Complaints or Requests for Assistance:**

Throughout 2008, the Diversity Manager was pro-active in initiating dialogue with many community groups to mediate complaints and allegations against members, offer support and advice which resulted in diffusing incidents and improving police relations with the various cultural communities. These complaints included concerns of racial profiling and allegations of hate crime.

#### **Diversity Presentations:**

The 2008 highlights included attendance at many ESL classes at the Inter-Cultural Association (ICA) which focused on police and policing in Canada. Other community outreach included: the Deaf Society, senior's groups, teen groups, the Canadian National Institute for the Blind, "Our Place", Topaz Heights Community Association and the Burnside/Gorge Community Association.

#### **Initiatives and Partnerships:**

Sgt. Watson is the Police Chair of the Greater Victoria Police Diversity Advisory Committee (DAC). She is also the island representative for the B.C. Police and Diversity Network and the Provincial Committee on Diversity and Policing.

In June 2008, the DAC held an Open House at City Hall which was attended by community leaders and members of the police community. There were several new volunteers recruited for the Diversity Advisory Committee.

#### **Participation and Sponsorship:**

In 2008, the Department was represented at a variety of cultural events such as the Victoria China Town Lioness Club's New Years event, an Aboriginal seminar, two Aboriginal career fairs and the Diwali dinner. Recruiting advertisements were placed in diverse venues.

#### **Training and Education:**

In April, training on the topic of the African and South Asian Community was developed and delivered to the police members, jail staff, civilian members and the Reserves. In addition, the Diversity module was taught to the Reserve class.

## Performance Management:

The Human Resources Division continues to work closely with all supervisors to ensure appropriate support and guidance is provided to them in managing the performance of employees they supervise.

As reflected in our strategic plan, the completion of annual performance appraisals remains a priority for the organization. Although we did not achieve a 100% completion rate in 2008, we made improvements over our 2007 completion rates and the outlook for 2009 is optimistic. After a long absence, it has been a challenging proposition to introduce performance appraisals and have them readily accepted as a mandatory job requirement. Continued leadership related to the timely and accurate completion of these reports will need to occur in the coming year. The completion of the annual assessments is an identified priority for the Human Resources division for 2009.

From an organizational perspective, we believe that it is critical that all employees, civilian and sworn, receive honest and timely feedback on their performance to assist in goal-setting, meeting divisional objectives, recognizing their accomplishments and identifying strengths and any areas that may require further development. Performance appraisals that are completed properly can assist in strengthening employee/supervisor relations, improve morale and provide motivation for staff.

In 2008, the Human Resources Division assisted many section supervisors in managing a number of complex performance management issues beyond their scope. Resolutions for these issues ranged from formal documentation and letters of expectation to formal discipline under the labor stream or Police Act.

<b>Civilian Staff and Police Officers</b>	
Performance management issues dealt by HR	5
Independent medical examinations	3

## Recruiting:

The department started in 2008 with 221.5 members which was .5 below its authorized strength of 222 members. The .5 difference resulted from a job share member, who works part-time, not having a job share partner.

In the spring of 2008, the department received approval to hire an additional 19 new police officers raising the overall authorized strength from 222 to 241. Throughout the year, 5 members retired and 12 resigned which added to our recruitment challenges.

The Human Resources Division hired 27 new police officers in 2008 and brought back an additional 3 members from secondments for an overall increase of 30 officers. The current strength sits at 236 members which is only 5 members below our authorized strength of 241.

**Advertising:****Recruit Applications**

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>Applications received</b>	115	55	75	120

**Exempt Applications**

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>Applications received</b>	21	23	9	19

To clarify, the Victoria Police Department actually received 350 resumes from interested candidates. From these 350 resumes, 306 application packages (87%) were sent out while the remaining 44 resumes (13%) did not meet the minimum requirements. Of the 306 application packages sent out we received back 120 completed packages which translated into a 39% return rate. In 2008, we experienced a significant increase in recruit and experienced police officers applying to our department. This huge jump can be attributed to the increased advertisement that VicPD has done in 2008. Also, the branded advertising product has played a role in this jump by creating a more professional image of the Victoria Police Department.

In keeping with our recruiting plan strategy we increased our advertising through several mediums including police publications, video screens at the recreation centres within the Greater Victoria area, a billboard display on the Pat Bay Highway, the hanging of the banner across Douglas Street, posters, radio ads, websites and recruiting material in triathlon and marathon race packages. In addition, we sought out opportunities to work with the local media to produce stories on the Victoria Police Department's recruiting needs.

We continue to be involved in recruiting talks to the Reserve Program and monitor their performance to identify and track the best candidates.

In 2008, we continued our efforts towards recruiting high school students. The school liaison officers continue talking to the students about policing opportunities. Also, a contract with Mass Media Inc. was signed to have recruiting advertisements on their plasma televisions that will be placed in high traffic areas of 11 Greater Victoria high schools and 6 high schools in the Greater Vancouver area. The advertisements are specifically geared towards post-secondary and career related opportunities. It is hoped that both of these initiatives will prove to be productive in the future when these high schools students begin planning their careers.

**Attracting Diverse Candidates:**

In 2008, efforts were made to attract individuals from diverse communities into the policing profession. The two community liaison officers and the Diversity Manager continue to do presentations to diverse community groups. The Diversity Manager and members of the Diversity Unit have attended cultural events with one of the goals being to attract diverse people to policing.

The Recruiting Section attended two Aboriginal career fairs; one in Victoria and the other in Port Alberni. The department has increased advertisement in diverse communities across British Columbia. In addition, recruiting brochures have been translated into Punjabi, Spanish and Chinese and have been widely circulated within these specific communities.

**Improvements to the Process:**

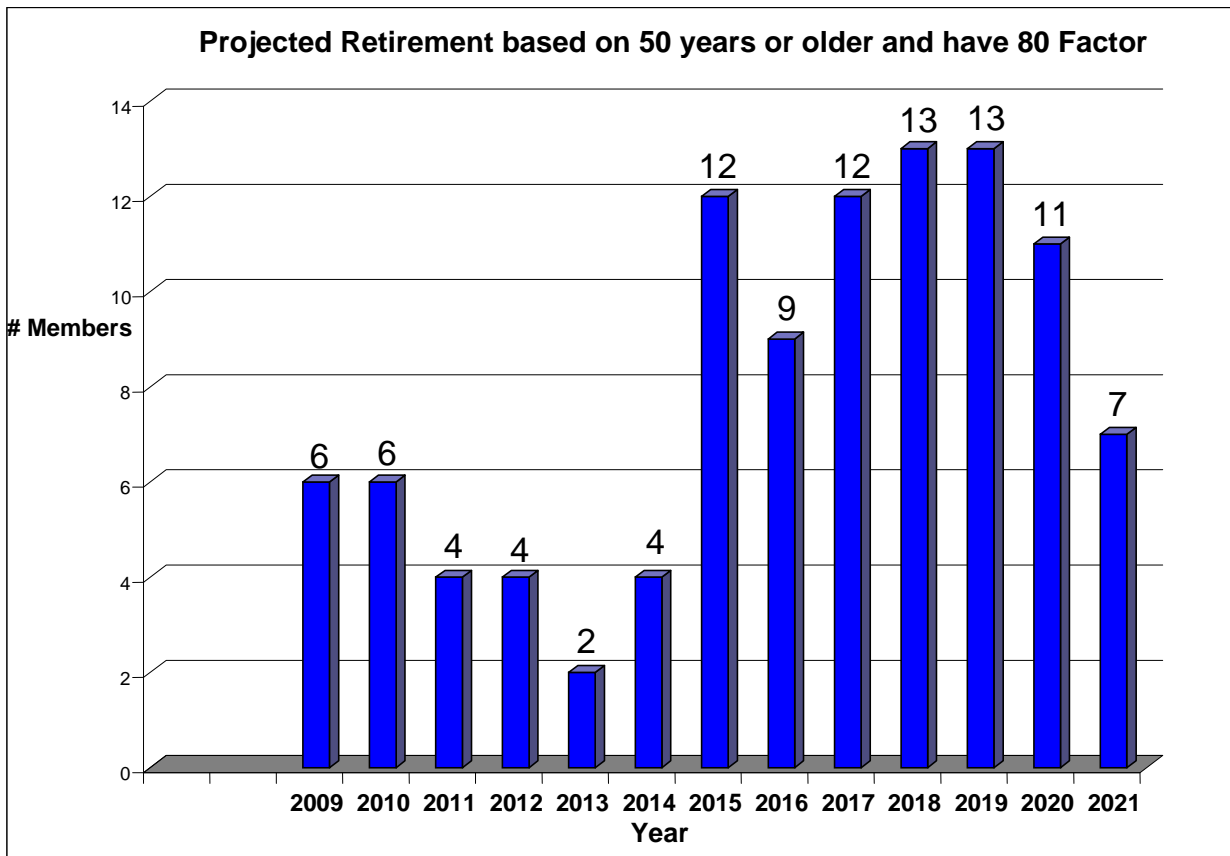
In 2007, upon review of their initial resume, the recruiter started contacting most of the applicants over the phone to touch base with them. In 2008, we have carried on with this initiative. In a highly competitive market, we see adding a personal touch at the initial stage as a huge advantage. This also gives us an opportunity to talk to the applicant and provide them with immediate feedback on their skill set and accurately rank them according to their competitiveness with others. We have received a lot of positive feedback on this initiative alone.

**Information Sessions:**

In 2008, the department held seven recruiting information sessions. Three of these sessions were held at the Victoria Police Station, one was given to a Criminology class at Camosun College, another to the students at police camp, one to Military personnel and one to a football team. In addition, members of Human Resources Division set up a booth and participated at the Nanaimo Career Fair, Victoria Career Fair, Aboriginal Career Fair in Victoria and in Port Alberni and University of Victoria to promote our department and attract further candidates. The Human Resources Division also attended the Victoria Triathlon and a Shamrock's lacrosse game to promote policing to healthy and fit individuals.

**Recruiting Plan:**

We continued to follow our 2 year recruiting plan which set out strategies for advertising, the delivery of information sessions and forecast the number of new members to be hired. To ensure our recruiting strategies remain realistic and meet the needs of the organization well into the future, retirements have been forecast for each of the years up to the year 2013 and will be evaluated annually. While our focus remains with a 5 year forecast it is important to identify any significant challenges beyond this period. The chart below illustrates the recruitment challenges we will face due to the large number of members eligible for retirement starting in 6 years from the year 2015 to 2020.



### Training Section:

2008 was a busy year for the entire Training Section. Due to the recruiting demands of the organization, a greater percentage of time was spent on background investigations and panel interviews by all members of the training section. This increase was anticipated so it had minimal affects on the overall training program. The success was due in part to the Firearms Coordinator being seconded to HR for eight months of the year.

The Training Section continued to focus on the core functions of a police officer when providing training in 2008. Of particular note, a Patrol Tactics course was developed along with ethics training for members of the organization. In fact, an ethics component is now woven into all training provided by VicPD.

The core principles of the Training Section continued to guide training decisions in 2008. Local training was sought at every opportunity and all selections were made fairly and openly. Consultation with direct supervisors occurred at an unprecedented level and allowed for informed course selections. All attempts were made to provide relevant training at the appropriate time for every member of the organization. Relationships have been fostered with institutions and organizations across Canada to ensure that VicPD is at the leading edge of effective training in the police industry.



**Advanced Training:**

In 2008, our members filled over 530 seats in advanced training courses relating to their duties. Although much of the training was hosted locally, we did seek specialist training at venues all over North America. The Justice Institute of British Columbia, along with the Canadian Police College, and the Pacific Region Training Centre continued to be important partners in the development of our officers. Relationships continued to be fostered with local RCMP, Military Police and Municipal Departments in order to deliver cost effective training in a cooperative manner. Several courses were offered in a blended format with theory taught on-line followed by a practical on-line session. We also worked in partnership with Dalhousie University to host one of their courses in 2008 and have a second course planned in early 2009.

**Firearms and Control Tactics Program:**

The firearms and control tactics programs experienced significant change in 2008. The firearms program was completely reviewed in 2007 and compared to best practices in the police industry across Canada. In 2008, an exhaustive program was prepared for the specific needs of the Victoria Police Department. The most significant changes made in the firearms program include:

***Fall qualification is replaced with a skills assessment***

This allows members to spend more time on skill development during training the fall training session. This move keeps VicPD compliant with BC Police Act Standards.

***Members can qualify on BC50 for interim certification***

If a member fails to qualify on their first attempt on the BC51, they can now qualify on the BC50 at the end of the training day. This will certify them according to provincial standards until they can return and qualify on the BC51 again (within 30 days).

***Armoring program expanded to cover all sections***

This expansion will see armorers trained throughout the organization so each firearm can be serviced annually.

***Firearm Audit will be conducted annually during spring qualification***

The previous practice of bi-annual audits has become redundant with a tracking system in place.

The program was approved by the senior management team and fully implemented in the fall of 2008. It will be continually monitored to ensure it is meeting its objectives.

The Control Tactics Program and the Firearms Program are now fully integrated and compliment each other during all training sessions. Both programs have completed exhaustive manuals that outline their respective portfolios. The manuals have been transferred to a windows based format so it can be readily accessed by all users.

**Health and Fitness Coordinator:**

One of the goals in our new strategic plan is to enhance our employee health and wellness program. With this in mind, we were able to partner with Camosun College and bring in a student on a three month spring/summer practicum as a health and wellness coordinator. This initiative was so well received throughout the organization that the program was extended for an additional 3 ½ months to the end of 2008. The program will be reviewed and potentially continued in 2009.

**Increment Training:**

The Training Section responded to feedback from the membership and tailored increment training to the identified needs. After consultation with the membership, the following topics were developed and offered this fall: Legal Update, Marine Response Unit refresher, DNA retrieval, Ethics in Policing, Predators of Domestic Violence, Legal Issues and Harassment Training for supervisors, Court Preparation, Source Handling, and an African Asian Seminar. These sessions were over and above the bi-annual use of force and firearms training days. Increment training is now available throughout the year and a focus remains on the core functions of a police officer's duties.

2008 spring use of force sessions included personal weapons such as strikes, stuns and kicks, pre-assaultive cues and appropriate police responses to "sucker punches." Articulation of police response to pre-assaultive cues was also discussed. This session included legal aspects, theory, and physical skills practice; all in accordance with the National Use of Force Framework. In total, 190 police members attended and completed this training cycle.

The 2008 fall use of force session focused on recertification of intermediate weapons (CEW, ASP baton, and O/C spray). Recertification of these intermediate weapons was conducted in order to comply with provincial standards in the province of British Columbia, which now require annual recertification on all police weapons. These re-certifications were conducted in a reality based training (RBT) environment to enhance the training value. A total of 211 police members attended and completed this training cycle.

**In-House Training:**

The Training Section continued to utilize and develop in-house training in 2008. Victoria Police facilitated many local courses that enabled more of our members to attend due to the fiscal savings realized without the burden of travel costs. In-house courses included: Field Trainers course, Pistol Skills course, Patrol Tactics course, Supervisor Training (Paul Ceysens), Leadership Training, Internal Affairs Roundtable, Motorcycle course, Marine Response Unit (Basic Course), Drug Recognition Expert course, Coaching and Mentoring Workshop (Partner with Dalhousie), Microsoft Word/Excel, B-Safer Risk Analysis course.

One of the highlights of 2008 training was the creation of a Patrol Tactics workshop. The workshop is an intensive two day immersion in reality based training and was offered twice to members in 2008. This course was primarily developed by Sgt. Chris Spargo, a tactical liaison officer, and Sgt. Mike Brown, team leader of GVERT, with assistance from the Control Tactics Coordinator (CTC) and the Firearms Coordinator.

Also new in 2008 was the creation of an expanded recruit and exempt member UOF orientation which provides a full day of UOF and firearms training. The CTC now liaises with UOF instructors from the JIBC Police Academy, field trainers and recruits to identify and correct any areas that may benefit from additional training. New members are also introduced to VicPD UOF policy, subject behavior reporting and a CEW orientation/demonstration. The CTC is also responsible for developing and delivering UOF instruction to the Crowd Management Unit during semi-annual training sessions.

**Reserve Police Training:**

The CTC delivered approximately 40 hours of Use of Force training for the 2008 Reserve class. All Reserves are now invited to attend relevant increment training sessions that are offered at VicPD. Many of our Reserves took advantage of this opportunity and attended training sessions this fall.

A new program has been developed that closely aligns Reserve training with that received by the regular members. Reserves now receive semi-annual UOF training which closely parallels the increment training sessions provided to our regular members. This change brings the Reserve Program into compliance with the provincial standards requiring annual re-certification of all intermediate weapons.

**Roll Call Training:**

Roll Call training continued in 2008 in a modified format. Several topics were delivered to each Patrol Watch from subject matter experts on each Watch. Topics included Street Level Drug Awareness and Patrol Tactics.

**Senior Management Development:**

All senior managers attended developmental training in 2008. Senior managers attended a total of 49 courses or workshops with a cost of approximately \$39,000. Senior managers and members in the Inspector's Development Pool primarily selected their own training pertinent to their current assignments and future development. All training requests were reviewed and approved by the Chief Constable. Feedback was obtained on all courses so they could be assessed as future training opportunities. A record of these testimonials is kept for reference along with a calendar for training opportunities in 2009.

**Training Assistance to Other Police Agencies:**

Over the past year, VicPD has assisted various police agencies by offering professional advice regarding their training programs. Requests came from several departments in the lower mainland and as far away as Arlington, Texas. Information on UOF policy and procedure was also requested by and provided to numerous departments.

From a local perspective, Oak Bay Police requested our assistance in providing their members with Active Shooter training. The Training Officer worked with Sgt. Mike Brown of the GVERT to make sure they were provided with the exact training that VicPD and Saanich police are using as it is a likely that all agencies would be working together if such a high profile scenario arose.

VicPD has also created partnerships with Oak Bay, Saanich and Central Saanich Police for G36 training and qualification. The departments are now working together and sharing range costs during all monthly training sessions. VicPD has also created a two day Patrol Tactics course that will be opened to all local police agencies. The course was offered twice in 2008 and received great reviews. Saanich Police were invited to participate in the second course offered but was unable to send any of their members due to operational requirements.

The Training Sergeant acted in an advisory capacity to several institutions across Canada including the Advisory Panel for the JIBC Diploma Program, CPKN Content Advisor, and Advisory Panel to Camosun College's applied diploma program. Sgt. Parks will continue on these Advisory Panels in 2009.

**Use of Force - Overview:**

The Control Tactics Coordinator (CTC) along with the Firearms Coordinator (FC), now share the designation of Use of Force Instructor. These two positions will now share the overall responsibility of providing Use of Force training for our department. They are expected to cross train in both disciplines and ensure their training plans are complimentary. The Use of Force manuals include detailed protocol to ensure consistent management of Use of Force training in the future. The new protocol was commenced in January 2008 after it was adopted by senior management.

**Use of Force - Data Storage and Retrieval:**

Members of the training section spent an inordinate amount of time working with FOI personnel responding to FOI requests related to training after commencement of the Braidwood Inquiry. As a result, a need was identified to compile and access UOF statistics and training records. Research is underway to identify a data storage program that will streamline the process and provide the required tracking ability.

**Use of Force - Equipment Procurement and Maintenance:**

In 2008, the inventory of X26 Tasers was maintained by Cst. Mike Massine, who retains the CEW portfolio. Maintenance included cleaning and servicing of the weapons, periodically downloading usage information and liaising with the dealer and service agent MD Charlton.

In December of 2008, VicPD removed all Tasers (CEW's) acquired before Jan. 1, 2006, at the request of Public Safety Minister and Solicitor General John van Dongen. The Provincial UOF Coordinator will be organizing a province-wide testing protocol for these devices. An audit will be conducted annually in a format compatible with VicPD's firearms tracking software.

Two complete sets of "High Gear" protective padding were purchased from Blauer Tactical. This protective gear allows members to train at a higher intensity and experience a greater degree of realism. The High Gear was put into extensive use during fall increment training and the Patrol Tactics course and feedback was overwhelmingly positive.

**Use of Force - Liaisons with Emergency Response Organizations:**

Our department is represented on the Provincial Use of Force Advisory Working Group that is responsible for developing the future of control tactics training in British Columbia by the Provincial UOF Coordinator. We continue to attend quarterly meetings and participate in ongoing on-line dialogue with law enforcement trainers and administrators across Canada, the United States, and overseas.

**Use of Force - National Restraint Study:**

The VicPD remains dedicated to participating in the National Restraint Study spearheaded by Dr. Christine Hall. Dr. Hall is currently awaiting ethics approval from VIHA, which will allow the study to commence in Victoria. The study is comprised of two parts: the Retrospective will examine local statistics from the past two years; the Prospective will gather detailed information about restraint, particularly restraint which is proximal to CEW use. The scientific community in general has become more interested in the medical effects of police UOF on the human body. As such, there is a steadily growing body of

work published yearly, with which UOF trainers must stay current. VicPD UOF training policy and/or best practices are updated to reflect current research where possible and appropriate.

**Use of Force - Reality Based Training (RBT):**

A reality based program which focuses on appropriate decision-making and after-the-fact articulation, was developed and integrated into most UOF training sessions in 2008. Studies demonstrate that RBT (i.e.: scenario-based training) is the most effective way of preparing police officers to face realistic threats in a training setting.

**Use of Force - Reviews/Opinions/Weapon Assessments:**

In 2008, the Control Tactics Coordinator and the Firearms Coordinator provided 6 weapons assessments and use of force opinions for court purposes. In addition, 3 opinions were also provided to the Internal Investigations section regarding complaints against VicPD members.

## Human Resources Division

### 2009 Priorities

- 1. Police performance appraisals:** promote performance appraisals as an organizational priority and, where required, provide additional training on performance logs and performance appraisals.
- 2. Civilian performance appraisals:** update the contents of the civilian performance appraisal document so it is more in line with departmental/divisional goals and objectives. The employee should be able to see the linkage between their work and the divisional goals of their section.
- 3. Civilian recruitment:** implement innovative methods for attracting individuals for hard to fill positions (i.e.: Communications Specialist).
- 4. Records management program:** identify and implement a new HR records management system that allows HR to track all HR related information such as training, qualifications, service history, promotions and personal information.
- 5. Administrative Review:** obtain the external review of HR administrative practices and implement the recommendations arising from the report.