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Human Resources Division  
2009 Annual Report

Submitted: March 31, 2010

## Introduction

The responsibility for finding, training and developing the Victoria Police Department's 241 police officers and 101 civilian staff rests with the Human Resources Division. Although 2009 was a year of transition with 4 of the 7 staff changing, a great deal of excellent work was completed. This report will highlight just a few of these accomplishments.

## Police Recruiting

Finding and attracting the best candidates our country has to offer is the mission of the Recruiting Section. Building on the trend of the past 3 years, the section once again experienced a significant increase in the number of interested candidates applying to be police officers with the Victoria Police Department.

### Recruit Police Applications

	2006	2007	2008	2009
<b>Resumes</b>	163	226	350	<b>409</b>
<b>Completed Applications</b>	55	75	120	<b>131</b>

Although the overall number of applicants increased, the number of serving police officers from other agencies who applied decreased. Potential drivers of this change could be the full impact of the economic downturn and the relatively high cost of living in Victoria.

### Exempt Police Applications

	2006	2007	2008	2009
<b>Resumes</b>	u/k	23	30	<b>18</b>
<b>Completed Applications</b>	23	9	19	<b>10</b>

Of the 409 police resumes processed by the recruiting section, 13 individuals were given the honour of joining the ranks of the Vic PD.

### 2009 Recruiting Strategies

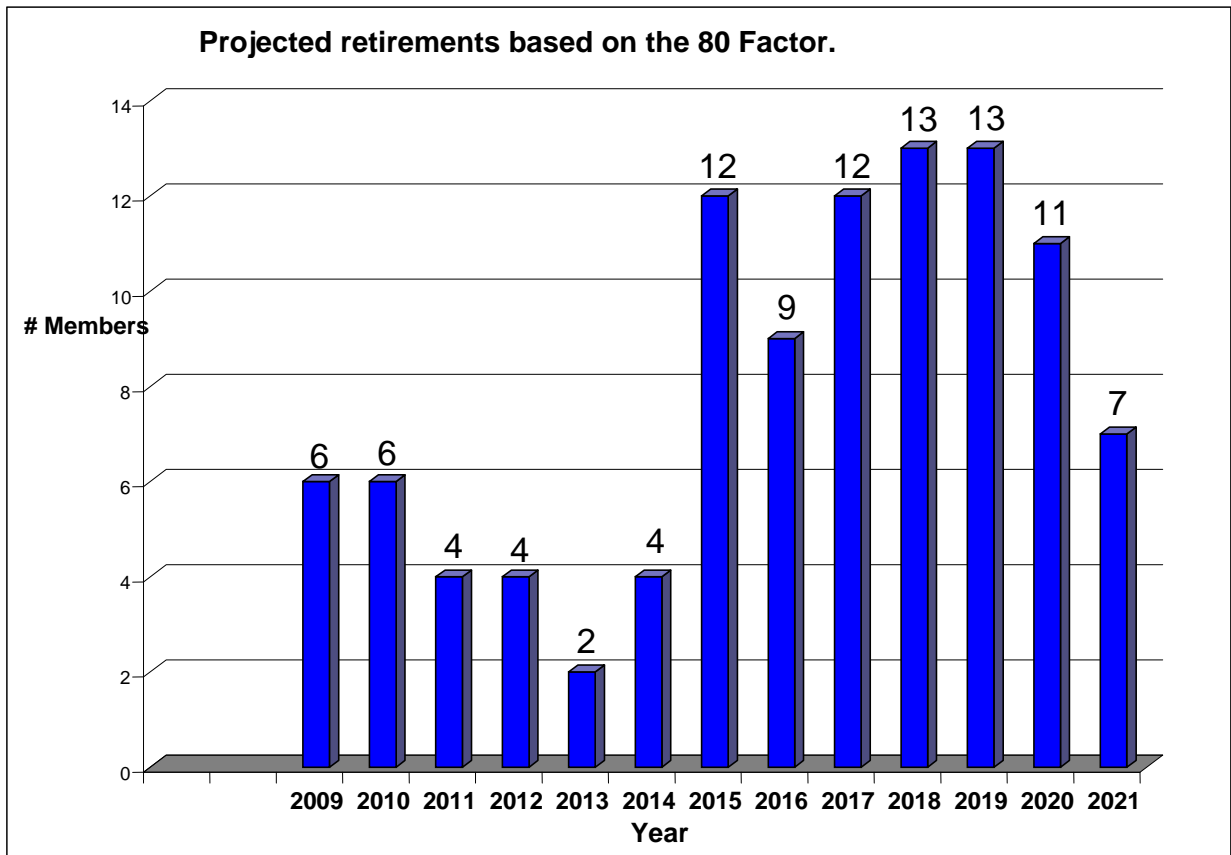
To reach potential applicants within Greater Victoria and Vancouver, a combination of broad and specific advertising strategies were used:

- Billboards, video screens and posters were used to gain broad exposure in high traffic areas such as the Pat Bay Highway, Bear Mountain Arena and dozens of BC Transit buses and bus shelters.
- Radio announcements, website links, and magazine ads were used to specifically attract teachers, athletes, and Canadian Forces personnel.
- The recruiting team attended Island universities and colleges, running booths at several career fairs and sponsoring 9 weekend and evening information sessions.

- School Liaison Officers provided career talks to high school students, while recruiting team members placed Vic PD career information on announcement screens in 11 Greater Victoria high schools and 6 Greater Vancouver high schools.
- Attracting individuals from our diverse communities continued to be a high priority. Recruiting team members gave career talks, attended celebrations, and increased advertisement to several groups. Recruiting brochures were also translated into a variety of languages for circulation within these specific communities.

**Long Term Forecast**

The shifting demographic caused by the retirement of the “Baby Boomer” generation is looming and will present a competitive recruiting environment. The chart below illustrates significant Vic PD recruiting needs beginning in 2015.



**Career Pathing**

Ensuring transparent promotional competitions and fair transfer processes continue to be goals for the career path section. In addition to striking a balance between the needs of the organization and the goals of our people, the Career Path NCO and the Civilian HR Coordinator provided support to several people requiring permanent accommodated duties and to others whose injuries or illnesses resulted in light duty assignments.

## **Police Promotions**

- Constable to Sergeant - Nine Constables who participated in the process were chosen to be on the final list. Four Sergeants were promoted immediately and assigned to the new Jail NCO positions. Future promotions to Sergeant will come from this list of Constables.
- Several Constables were identified for placement in acting positions. These members are being given additional training and mentoring to further develop their supervisory skills for the next promotional completion.
- Sergeant to Staff Sergeant Competition - The Chief Constable re-introduced the Staff Sergeant rank in 2009. At the conclusion of a competition 8 Sergeants were promoted to new positions in Investigative Services, Uniformed Services Division, Focused Enforcement Team, and Professional Standards.

## **Internal Competitions**

Career path guidelines continued to be used for the movement and development of police officers. These guidelines helped address tenure in several specialized positions while creating opportunities for all officers to experience a varied policing career.

In 2009, there were 34 competitions for job vacancies involving 52 sworn member positions within and outside of the organization. This included integrated units, specialized teams and all divisions within the organization.

## **Integrated Units**

The decision was made to withdraw from the Regional Crime Unit (RCU) due to financial considerations. Four officers were transferred back to the department and temporarily deployed in the Investigative Services Division. Two of these positions were redeployed into the new Domestic Violence Unit that began January 2010.

- The Vancouver Island Integrated Major Crime Unit (VIIMCU) contains six members from our police department. It continues to investigate all homicides, in-custody deaths and police officer involved shootings.
- The Victoria Community Integrated Outreach Team (VICOT) continues to be deployed. Two officers are assigned full time to this Team.
- The Integrated Mobile Crisis Response Team (IMCRT) has one Victoria Police Constable assigned to it. This is an integrated unit with Saanich and Victoria providing full time officers to work with a group of mental health professionals.

## **Performance Appraisals**

In 2009, the content and structure of performance appraisals was reviewed. Supervisors provided input and the appraisal format was adjusted and refined. The Career Path Sergeant and Civilian HR Coordinator continued to monitor and support supervisors in the completion of appraisals.

## **Job Descriptions**

Several new positions were created in 2009 requiring the creation of detailed job descriptions. These included; jail Sergeants; domestic violence unit positions and 4 different Staff Sergeant positions.

## **Performance Management**

On a few occasions, individuals within the organization required some extra developmental support in 2009. The Career Path Sergeant and Civilian HR Coordinator worked closely with several managers and supervisors to ensure individual performance plans were put in place to help these staff members reach their full potential.

## **Training**

Ensuring our staff is highly trained and current on all certifications is the mainstay of our training section. Under the guidance of our Training Sergeant and Civilian HR Coordinator, both in-house and external training sessions were provided. By the end of the year, 100% of all annually mandated training had been completed.

Several administrative processes involving training requests and approvals were streamlined, placing more responsibility on individual officers and reducing the workload on the HR civilian staff. Training costs were once again on budget.

## **Training Activities**

- Advanced Training – Vic PD sworn members occupied over 650 seats on advanced training courses. This included training at the JIBC, the RCMP Pacific Region Training Centre, and the Canadian Police College. Civilian staff in records and the communication centre occupied a total of 104 seats.
- Jailers – Seven new jailers completed a week long in-house training course on jail procedures and safety. Several veteran jailers also participated in re-certification for use of force.
- Mandatory Increment Training – Each officer received a total of 16 hours of firearms and use of force training from our in-house instructors.
- Optional Increment Training – Staff could chose 4 hours of in-house training from the following topics: characteristics of an armed offender; hidden vehicle compartments; auto theft investigation; legal updates; kidnapping investigations; DNA databank training; court preparation; deaf and blind awareness; and marine response. As part of an ongoing partnership with the Canadian Police Knowledge Network, several increment courses were also offered on-line.
- Other In-House Training – The training section also facilitated the following courses in 2009: dispatcher tactical scribe training, patrol tactics; pistol skills; supervisor liability training; motorcycle training; coaching and mentoring workshop; marine operators' course; drug recognition expert workshop; executive leadership; WorkSafe for supervisors; and critical incident stress management training.

- Roll Call Training – Brief roll call training was also delivered in 2009. Topics included a Canada Border Services update, epilepsy and seizure recognition training and critical incident supervision.
- Senior Management Development - Senior managers attended a total of 42 courses, conferences, or workshops. These training requests were reviewed and approved by the Chief Constable.
- Reserve Constable Training - Nineteen new Reserve Constables received extensive training and certification in all areas of policing.
- Taser Review - In response to reports of Taser malfunctions, the Solicitor General ordered an extensive review. Each unit was examined and every single M26 Taser deployment in the history of the Department was analyzed. No injuries or enhanced risk to the public were attributed to any apparent failure of an M26.
- Other Assistance - Our firearms and use of force coordinators were once again in high demand in 2009. They participated in dozens of special projects and studies including: the BC Use of Force Advisory Group; the JIBC Use of Force Assessors Group, Police Complaint incident analysis, Provincial Court prohibited weapons assessments, the National Restraint Study and the Braidwood Inquiry.

## Conclusion

The activities detailed in this report only touch on some of the key highlights for the Human Resource Division. Two important portfolios that also reside within the Division, the Critical Incident Stress Management Team and the Diversity Unit, also performed excellent work throughout the year. Their activities will be detailed in separate reports next month.

Attached are several additional key priorities for the HR Division in 2010. These priorities will guide the Division as it continues to help create a supportive and positive workplace inside the Vic PD.

Inspector Les Sylven  
OIC Human Resources Division  
Victoria Police Department

## **Human Resources Division**

### **2010 Priorities**

1. **Performance Appraisals:** Ensure each staff member receives a written performance appraisal in 2010.
2. **Employee Survey:** Create and implement an employee engagement survey. Act on the results.
3. **Health and Wellness:** Increase activities that support the health and wellness of our staff and volunteers.
4. **Training:** Increase training programs that enhance both communication skills and safety options available to officers on the frontline.
5. **Record Management Program:** Implement the new IPDMA records management system.



## By the Numbers

On Dec 31, 2009

<b>Civilian Staff</b>	
Operational strength	101
Full time	78
Part time	8
Auxiliary	15
Secondments	0
<b>Job share</b>	
Job share	2
Maternity leave	0
Long term disability	4
Leave of absence	0
<b>Gender</b>	
Male employees	15
Female employees	86
Visible minority male employees	6.6% (1)
Visible minority female employees	2.3% (2)

<b>Police Officers</b>	
Authorized strength	241
Current Operational strength	244
Actual strength	244
Secondments	8
<b>Job share</b>	
Job share	10
Maternity leave	3
Light duties awaiting mat leave	1
Light duties from long term injury	2
JIBC recruits	9
Long term disability	1
Leave of absence	0
<b>Gender</b>	
Male police officers	77%
Female police officers	23%
Visible minority male police officers	6%
Visible minority female police officers	2%

2009 Recruiting Statistics

<b>Civilian Staff</b>	
Total number of civilian staff hired in 2009	6
Regular full-time (RFT)	4
Auxiliary	2

<b>Police Officers</b>	
Total number of police officers hired in 2009	13
Exempt police officers hires	3
Recruit police officer hires	10

2009 Retirements and Resignations

<b>Retirements and Resignations - Civilian Staff</b>	
Number of civilian staff retired	0
Number of civilian staff resigned	2

<b>Retirements and Resignations – Police Officers</b>	
Number of police officers retired	1
Number of police officers resigned	4

Secondments (fully funded)

<b>Location</b>	
1	CFSEU
2	INSET (until October 11, 2009 – funding ended by RCMP)
3	IMPACT
4	DRE (until November 1, 2009 – funding ended by RCMP)
5	IRSU
6	IRSU
7	IRSU
8	IRSU
9	JIBC

WorkSafe BC Claims – Police Officers**WorkSafe BC - Injuries on Duty – Time Loss**

	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Number of Claims</b>	43	27	16	26
<b>Hours Lost</b>	1902 (158 days)	3266 (272 days)	2725 (227 days)	746 (34.5 days)

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

	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Number of Claims</b>	60	60	60	55

**Sick Leave Hours (Days) Used**

	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Civilians</b>	6051 (605 days)	5302 (530 days)	5186 (518 days)	5,574 (557 days)
<b>Police Officers</b>	11,857 (988 days)	10,865 (905 days)	12,107 (1009 days)	22,923 (1,910 days)