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Human Resources Division  
2010 Annual Report

Submitted: February 8, 2011

## Introduction

The responsibility for finding, training, and developing the Victoria Police Department's 243 police officers and 101 civilian staff rests with the Human Resources Division. Although 2010 was another year of transition for the Human Resources Division with 4 of our 9 staff changing, a great deal of excellent work was still completed. This report will highlight just a few of these accomplishments, and list our plans for 2011.

## Police Recruiting

Finding and attracting the best candidates our country has to offer is the mission of the Recruiting Section. Consistent with the trend of the past three years, the section again received hundreds of resumes from interested police officer candidates.

### Recruit Police Applications

	2007	2008	2009	2010
<b>Resumes Received</b>	226	350	409	<b>300</b>
<b>Completed Applications</b>	75	120	131	<b>100</b>

Overall, the number of applicants decreased when compared to 2008 and 2009. The most likely cause was the decision to reduce recruiting outreach activities. As the decreased need for new officers became apparent in 2010, marketing efforts were scaled back accordingly. For example, the section did not participate in any large career fair events or hold any public information sessions.

### Exempt Police Applications

	2007	2008	2009	2010
<b>Resumes Received</b>	23	30	<b>18</b>	<b>17</b>
<b>Completed Applications</b>	9	19	<b>10</b>	<b>10</b>

Of the 317 police resumes processed by the recruiting section, only 8 individuals (5 new recruits and 3 exempt officers) were given the honour of joining the ranks of the Vic PD. These new officers were the top 2.5% of all interested candidates.

## **2010 Recruiting Section Projects**

With decreased demands to hire new police officers in 2010, the Recruiting Section undertook several new projects to streamline and improve the hiring process:

### **Polygraph**

In 2010, Victoria PD contracted retired Vancouver Police Department Polygraph operators to do the testing on police and civilian job applicants. Polygraph is a very specialized field and fairly expensive. Our current contracted operators have advised us that they will be slowing down their business to Vancouver Island in the future.

In response, the Recruiting Section began preparation of a business case to investigate the creation of our own Polygraph operator. The position could be a dual purpose; serving both our recruiting needs and the investigative needs of our Major Crime section. Work on this project will continue in 2011.

### **Medical Exams**

For several years, the Recruiting Section has used an occupational medical health clinic located in Vancouver to assess candidate's physical capacities for police work. This clinic provided an excellent service, but at times it was costly and it was difficult to arrange appointments due to the travel to Vancouver. In 2010, we began exploring local alternatives that better addressed our fiscal pressures. This project will also continue in 2011.

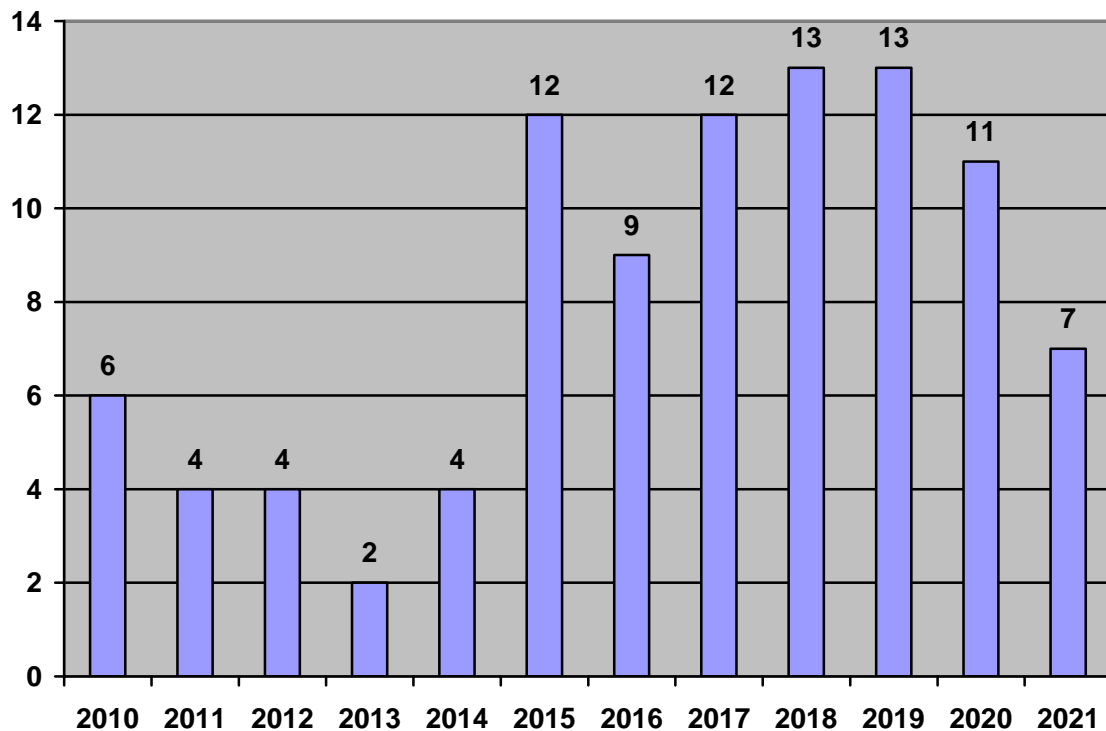
### **Psychological Testing**

Until the fall of 2010, our psychological testing was also conducted by a clinician in Vancouver. We again found this costly and difficult to arrange due to the distance from Victoria. As a result, we switched over to the services of a local psychologist, and are presently fine tuning the process to better meet our needs.

## **Long Term Retirement 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 the next ten years.

### Projected Victoria Police retirements based on the 80 factor.



### Civilian Hiring

Under the direction of our Civilian HR Manager, the Human Resources Division conducted several hiring processes in 2010:

- One full-time regular employee was recruited and hired for the position of Communications Coordinator.
- One full-time temporary employee was hired for the position of Administrative / Financial Services Assistant.
- Four Auxiliary staff were hired for other civilian positions within the organization including Communications Specialists and a Records Specialist.

### Civilian Resignations and Retirements

- In total, seven civilian staff resigned from their positions as full or part-time staff in 2010.
- Three long serving staff retired in 2010. This included staff from the Investigative Services Division, the Records Section and the Patrol Division.

## **Career Pathing**

Ensuring transparent promotional competitions and fair transfer processes continue to be the goals of 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 Manager provided support to several people requiring permanently accommodated duties in 2010, as well as support to several other staff whose injuries or illnesses resulted in temporary light duty assignments.

### **Police Promotions**

- Constable to Sergeant - Eight Constables who participated in the 2010 process were chosen to be on the final promotional list. Three of the eight Constables were promoted and have been assigned various duties within the organization. Future promotions to Sergeant in 2011 will come from this list of Constables.
- Several Constables were identified for placement into the positions of Acting Sergeant. These members are being given additional training and mentoring to further develop their supervisory skills for the next promotional completion.
- Feedback to all members involved in the promotional process occurred and was deemed to be a very important component of the process. Members received detailed and specific information as to their perceived strengths and areas for development. They were also provided suggestions on how to improve.
- Sergeant to Staff Sergeant Competition – Four Sergeants who participated in the 2010 Staff Sergeant process were chosen to be on the final list of members to be promoted. Two of the four were promoted in 2010 and have assumed the role of Watch Commander on patrol watches. The remaining two Sergeants will be promoted when vacancies occur within the rank.
- Inspector and Deputy Competitions – Two Staff Sergeants were promoted to the rank of Inspector in 2010. Although not directly the responsibility of the Human Resources Division, a Deputy Chief competition was conducted with the support of the Civilian HR Manager.

### **Special Deployments**

The Victoria Police Department undertook the single largest external deployment in its history. In the months leading up to and after the 2010 Winter Olympics in Vancouver, 51 Victoria Police officers assisted in the security detail for the world's largest sporting event. Our officers performed at a very high level in Vancouver and several received commendations for going above and beyond the call of duty in their assignments

### **Internal Job Competitions**

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

In 2010, there were 37 competitions for police job vacancies involving 53 sworn member positions. This included competitions for integrated units and specialized teams.

For our civilian staff, there were 22 civilian competitions in 2010. This includes an ongoing search for qualified/experienced Communications Specialists and the ongoing search for a Director of Public Affairs.

### **Newly Formed Unit**

The Victoria Police Department created two new community resource officer positions for the Gorge-Burnside neighborhood. These positions were advertised and filled in late 2010.

### **Integrated Units**

The Victoria Police Department again participated in several key regional joint-force operations.

- The Vancouver Island Integrated Major Crime Unit (**VIIMCU**) is composed of six members from our police department. It investigated all homicides, in-custody deaths, and police officer involved shootings.
- The Victoria Community Integrated Outreach Team (**VICOT**) continued to be deployed with one officer assigned full time to the Downtown Core team of service providers.
- The Integrated Mobile Crisis Response Team (**IMCRT**) has one Victoria Police Constable assigned to it. This is a combined effort with VIHA and the Saanich Police Department that allowed police officers to work along side mental health professionals to serve some of our regions most vulnerable citizens.
- The Regional Domestic Violence Unit (**RDVU**) assisted our department in the investigation and follow-up to complex domestic abuse cases. The unit contains members from all lower Island agencies and is lead by a Victoria Sergeant and Constable.
- The Combined Forces Special Enforcement Unit (**CFSEU**) assists our department with investigations into organized crime groups. The unit has members from multiple agencies and the Victoria Police Departments contributes a Sergeant and two Constables. All three positions are fully funded by the Province.

- The Integrated Road Safety Unit (**IRSU**) is a traffic oriented regional unit. In 2010, the Victoria Police provided four Constables to assist in traffic enforcement. These members are also seconded and their wages are fully paid for by IRSU.
- The Mobile Youth Services Team (**MYST**) focuses on the problems of sexually exploited youth and assists these young people in living safe and productive lives. The Victoria Police have one Constable seconded to the unit and wages are fully funded by the team.

### **Performance Appraisals**

Performance Appraisals continued to be a priority for our department. In 2010, the department was able to realize a 100% completion rate for civilian members and a 97% completion rate for sworn members. This is a considerable increase from 2009 where performance appraisal completions rates were 77% and 44% respectively.

The 100% completion rate for police officers was not achieved due to integrated units where our members are supervised by other police agencies. Although H.R. made many attempts to secure appraisals from these other agency supervisors, there was not a 100% return rate. The Human Resources Division will ensure that performance appraisals are received from these supervisors in 2011.

The Career Path Sergeant and Civilian HR Manager continued to monitor and support supervisors in the completion of appraisals. A review of the performance appraisal system will continue in 2011, with the goal improving the document and moving it to an electronic format.

### **Performance Management**

On a several occasions, individuals within the organization required extra developmental support in 2010. The Career Path Sergeant and Civilian H.R. 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.

### **Resignations**

There were several retirements and resignations in 2010.



## Training

The goal of the Training Section is to ensure that both sworn and civilian staff are trained and up to date on all of their certifications. Under the guidance of the Training Sergeant and the Civilian HR Manager, both in-house and external training sessions were provided. By the end of the year, 100% of all annually mandated training had been completed.

Training costs were again on budget in 2010 with more seats on training courses than ever before. This is due to built in efficiencies such as more local and online learning and better agreements with service providers such as hotels and meeting rooms.

### Departmental Training Activities

- Advanced Training – Vic PD sworn members occupied over 1133 seats on advanced training courses. This included online training, training at the JIBC, the RCMP Pacific Region Training Centre, and the Canadian Police College. Civilian staff occupied a total of 257 seats.
- Mandatory Increment Training – Each officer received a total of 16 hours of firearms and use of force training from our in-house instructors. All members who were required to complete 20 increment training hours, also completed the 4 hour online Canadian Police Knowledge Network (**CPKN**) “Evidence Based – Risk Focused Domestic Violence Course”. This course was mandated by BC Police Services.
- As part of the “Use of Force - Three Point Training Plan” every sworn member of the police department successfully completed the two hour online CPKN Ethics and Police Accountability course in 2010.
- Roll Call Training – Brief roll call training was also delivered in 2010. Topics included a Canadian Air Transport Security Authority (**CATSA**) Training; Brain Injury Awareness Training; Harm Reduction Training; BC Transit Act Training; Extreme Weather Protocol Training; New Police Act Training, Anti-Terrorism Training, and Tele-Bail Training.
- Senior Management Development - Senior managers attended a total of 69 courses, conferences, or workshops. These training requests were reviewed and approved by the Chief Constable or the Deputy Chief Constables.
- Jailers – The Jailers occupied a total of 17 seats on courses including AED/CPR re-certification, OFA level 2, Prisoner Management Examination, and Domestic Violence.

## **2010 Firearms Training**

- Spring Firearms training included the required annual pistol qualifications for all members. Training focused primarily on the fundamentals of firearms – stance, grip, sight alignment, and trigger control. At the time of training, 229 of the 252 members on the duty roster were subject to re-qualification. The remaining 22 members were exempt due to WCB, JIBC, light duties etc. All members that were required to qualify successfully did so.
- Fall Firearms built on the fundamental from the Spring session, and focused on stance, grip, and an “athletic” body position. Feedback from both Spring and Fall sessions was all positive. Significant cost savings were realized as training was moved to the multi-purpose range. This is a possibility for the fall of 2011 as well.
- G36 Rifle qualifications were conducted late spring, and again in late fall. There was some transitioning of members on the active patrol rifle operator’s list, as some members moved away from the program due to promotion or changes in assignment.

## **Training and Qualification Records**

The firearms training and qualification records are currently being transitioned over to the IPDMA electronic database in place in Human Resources. Hard copy records are still being kept, but the database will provide a more efficient record keeping/reporting system. It will also help prevent members and their qualifications from ‘falling through the cracks’.

## **Expert Opinions**

The Firearms Coordinator completed 7 written expert opinions for Crown Counsel, on firearms seized during the course of VicPD investigations.

## **Other Firearms Training**

The Firearms Training Coordinator assisted with a variety of other training needs across the department in 2010, including:

- Patrol Tactics Workshop – January
- Police Mountain Bike Course – March
- Plain Clothes Patrol Training/Orientation
- CMU Training (Crowd Management Unit) - Less Lethal systems
- Police Motor Cycle Course – Simunition Training Scenarios
- JIBC Simulations (Use of Force Sims, Active Shooter Training), and Firearms training.

### **2010 Control Tactics Training**

- Spring Control Tactics Training focused on edged weapons counter tactics, particularly with regard to close quarters and spontaneous assaults. While the method (Pat, Wrap and Attack) was new to many members, the techniques and tactics taught in this system built upon those taught in the 2008 and 2009 spring training.
- Fall Control Tactics Training again focused on an edged weapons counter tactics review. Additional training was provided in use of force theory, spontaneous attacks, and responding to barricaded subjects.

### **Other In-House Use of Force Training and Activities**

- As a result of the new Jailer program which took effect in 2009, an over-haul of the jailer Use of Force training program was conducted. All jail staff are now provided with the appropriate certifications in Use of Force.
- The expanded recruit and exempt member Use of Force Orientation Program created in 2008 was maintained through 2010. The program provides up to a full day of combined training for new recruits and exempt officers.
- The Control Tactics Coordinator participated on the Provincial Use of Force Advisory Working Group in 2010. This group is responsible for developing future control tactics training in British Columbia by the Provincial UOF Coordinator.
- The Control Tactics Coordinator and several other Use of Force experts in the Victoria Police Department also played key roles in major reviews and commissions in 2010. For example, the Bevan Report, Vigar Inquest, Police Services 2009 Audit, and the Braidwood Commissions of Inquiry were all substantial undertakings that resulted in significant participation from the Human Resources Division.

### **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 reports later this year.

Inspector Les Sylven  
OIC Human Resources Division  
Victoria Police Department

## By the Numbers

On Dec 31, 2010

<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	243
Current Operational strength	243
Actual strength	243
Secondments	7
<b>Job share</b>	
Job share	8
Maternity leave	1
Light duties awaiting mat leave	1
Light duties from long term injury	6
JIBC recruits	3
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%

2010 Recruiting Statistics

<b>Civilian Staff</b>	
Total number of civilian staff hired in 2010	6
Regular full-time (RFT)	2
Auxiliary	4
<b>Police Officers</b>	
Total number of police officers hired in 2010	8
Exempt police officers hires	3
Recruit police officer hires	5

2010 Retirements and Resignations

<b>Retirements and Resignations - Civilian Staff</b>	
Number of civilian staff retired	3
Number of civilian staff resigned	7

<b>Retirements and Resignations – Police Officers</b>	
Number of police officers retired	7
Number of police officers resigned	4

**Work Safe BC - Injuries on Duty – Time Loss**

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Number of Claims</b>	27	16	26	31
<b>Hours Lost</b>	3266 (272 days)	2725 (227 days)	746 (34.5 days)	2202 (207 days)

**Work Safe BC - Injuries on Duty – No Time Loss**

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Number of Claims</b>	60	60	55	24

**Sick Leave Hours (Days) Used**

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Civilians</b>	5302 (530 days)	5186 (518 days)	5,574 (557 days)	5,247 (525 days)
<b>Police Officers</b>	12,096 (1,008 days)	11,444 (953 days)	14,753 (1,229 days)	14,558 (1,213 days)

