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Human Resources Division

2011 Annual Report

2011 – Human Resources Report

Recruiting

Introduction

With the uncertainty during 2011 in regards to the Victoria Police Department continuing to police the Township of Esquimalt, recruiting and maintaining the departments 243 sworn police officers was a unique challenge. Typically, the Recruiting section attempts to anticipate when officers will retire, and therefore we hire new recruits or exempt officers preparing to fill positions for the near future. Prior to the announcement of the Esquimalt issue, in February 2011, two exempt officers from the Vancouver Police Department were hired. Soon afterwards, and as a result of the noted uncertainty, there was a hiring freeze and seats that had been reserved for new recruits at the JIBC were cancelled. As the summer approached, and with either retirements or resignations taking place, our numbers dropped below 243 members. It was decided that we had a responsibility to maintain our strength, and at the very least we would hire the minimum amounts needed to maintain those numbers. As a result, five new recruits were hired between September and November and are currently working through their Block training at the JIBC and will graduate in 2012.

The noted uncertainty has caused a real concern for those officers who have been hired within the last couple of years in fear of any perceived layoffs in relation to VicPD possibly losing the responsibility of policing Esquimalt. This concern has also been seen with both new recruit, and exempt applicants. All potential applicants are certainly more inquisitive about the circumstances about Esquimalt, and exempt applicants are especially unwilling to leave a secure policing position to come to VicPD until the problem has been resolved. The Recruiting section has found that over the last year, new recruit applicants are still willing to take a chance and fulfill their dream of becoming a police officer, but the exempt applicant is not as willing to continue on in the process once they are fully informed of the circumstances. The Recruiting staff still receives numerous phone calls and email enquiries about hiring, but over the last year the number of letters and resumes that have been received has dropped.

Although there has been this uncertainty, the Recruiting section has still been able to hire excellent new recruits over the latter part of 2011 and into 2012.

In 2011, the amount of application packages that were given out and completed dropped substantially. This was due partly because of the Esquimalt issue, and because the Recruiting section adopted a new approach in conducting more Pre-screening interviews prior to providing packages. This practice proved successful in eliminating non-competitive applicants during a screening interview and prior to them completing a lengthy and detailed application package that is labor intensive for both applicants and staff.

Statistics

New Recruit Resumes and letters received;

	2008	2009	2010	2011
Resumes Received	350	409	300	252

Exempt Police letters and resumes received;

	2008	2009	2010	2011
Resumes Received	30	18	17	8

2011 Recruiting Section Projects

In order to streamline and improve the hiring process, in 2011 the Recruiting Section made three significant changes with regards to;

- Pre-employment medicals that are completed for VicPD applicants.
- POPAT (Police Officers Physical Abilities Test), location changed to PISE.
- Implementing the Citahealth Assessment. An all-encompassing physical assessment that is a requirement at the JIBC for new recruits.

Pre-employment Medicals;

In the past, the Recruiting Section has strictly used Medisys Health Group in Vancouver to assess a candidate's physical ability for police work. Medisys is very knowledgeable about Bona Fide Occupational Requirements for policing, and have provided an excellent service. However, sending an applicant to Vancouver can be costly and difficult to arrange appointments and schedules. After researching and studying alternatives that would be more feasible and convenient, the CBI Health Center at 605 Discovery St, was identified and has been conducting pre-employment medicals for us. (CBI was formally Summit Rehab.) To date, CBI has provided an excellent service for pre-employment medicals. As a result of the relationship that has developed, CBI has also assisted in providing rehabilitation for injured members and physical assessments prior to coming back to work. At times the Recruiting Section will still require Medisys to conduct medicals on applicants from outside the Victoria area, and we will continue our contact with them.

POPAT (Police Officers Physical Abilities Test);

Prior to 2011, and for approximately eight years, the POPAT testing for applicants was contracted out to the University of Victoria. Their Kinesiology Department staff conducted the test in the Ian Stewart Complex, on the cement tennis court area. This location was in the metal dome at the far north/west end of the complex. The facility proved to be antiquated for a number of reasons including a slippery floor, no heat in the winter and exceedingly hot in the summer time. Unfortunately, the staff at UVIC was not entirely willing to move the testing to a more suitable location. As a result and after consultation and research with the Saanich Police Dep't, who we share the cost of testing with, we decided to contract the services with the Pacific Institute for Sports Excellence (PISE) at Camosun College – Interurban Campus. This facility is excellent and the staff have provided a very professional service.

Citahealth Assessment;

Approximately three years ago, in addition to the POPAT, the Police Academy made it mandatory for new recruits to pass what is called the Citahealth Assessment. Citahealth is a medical company that developed the assessment for the JIBC. Recruits are required to successfully complete and are tested in the following areas; the 20 meter Shuttle run (also known as the “Beep test “), push-ups, pull-ups, grip strength, sit-ups, back extension, leg power, sit and reach flexibility, and a vertical jump.

In 2011, the Recruiting section began to have applicants who are in the final stages of the application process complete the Citahealth assessment. The assessment is contracted out by PISE where they provide an excellent service and detailed documentation. The assessment has become an opportunity for applicants to know what is required when they attend the JIBC – Police Academy, and it provides us with a further indication of their physical ability.

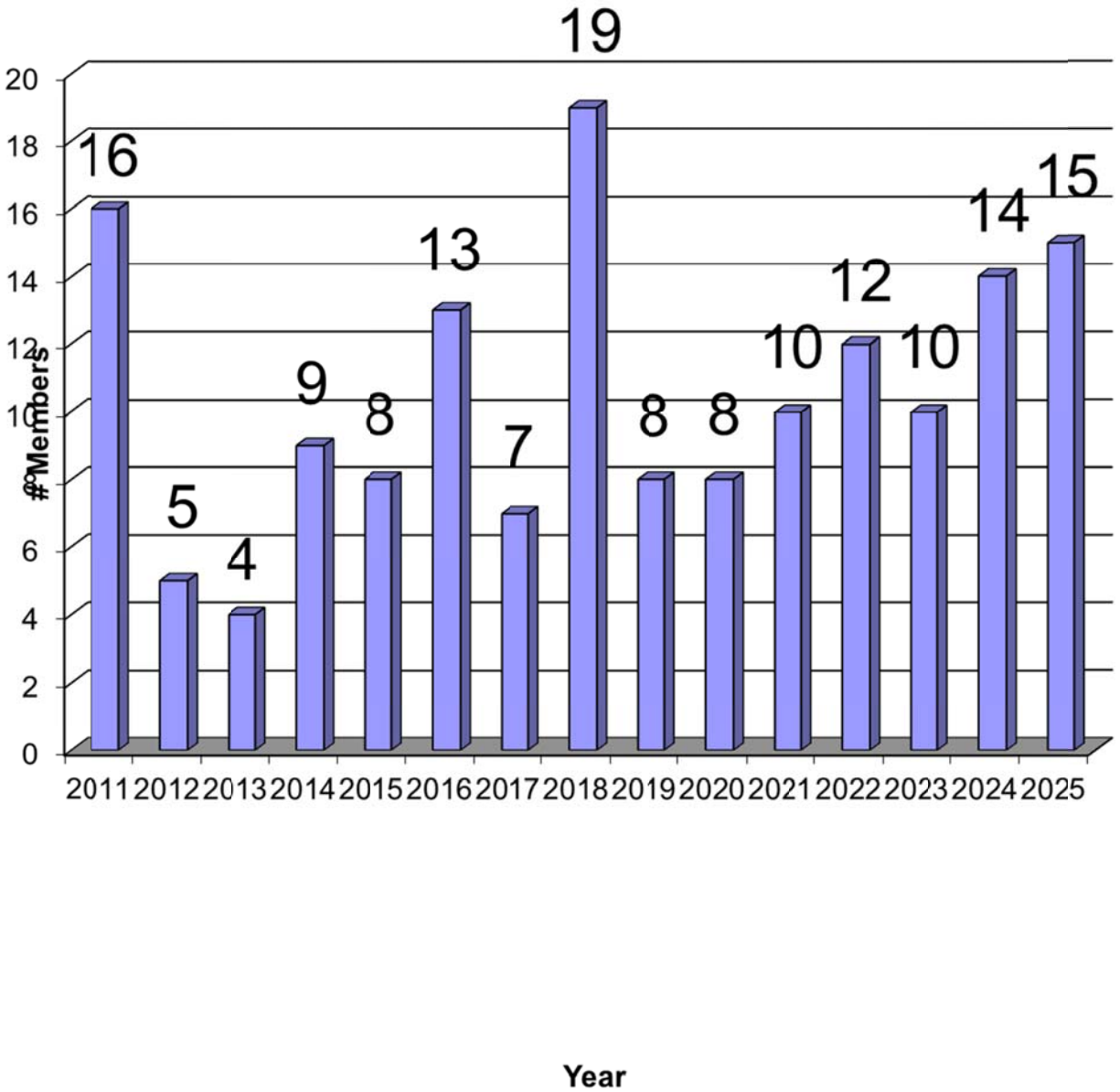
Forecast for 2012;

At this time, although our future is uncertain in regards to continuing to police Esquimalt, we will continue to maintain our strength of 243 members and try to anticipate any retirements or resignations. We have recently hired 2 new recruits who attend at the Police Academy March 05, 2012. Four more seats have been reserved for the remainder of 2012. At some time, as they become available, we would also like to hire experienced, exempt police officers.

It is difficult to predict when any member does decide to retire or resign, but our figures show that in 2011 - 31 officers turned 50 years of age and became that much closer to retirement with an opportunity to take a pension. In 2012 - 12 officers will turn 50 years of age. When looking at what is called the “80 Factor “ in regards to full eligibility for a pension (age and service years combined total 80), in 2011, 16 officers reached their “80 Factor” but not all retired, and in 2012, 5 officers will reach their “80 Factor“.

Recruiting will continue working to process and hire excellent candidates, and also develop and monitor potential applicants for vacancies that may occur in the near future.

**Projected Retirement based on 50 years or older
and have 80 Factor**



Civilian Recruitment

Under the direction of our Civilian HR Manager, the Human Resources Division conducted several hiring processes in 2011.

- Two full time regular employees were recruited and hired for the position of Communications Specialist
- One full time regular employee was recruited and hired for the position of Director, Public Affairs
- One full time regular employee was recruited and hired for the position of Systems Analyst
- No new employees were hired, but several current staff moved into temporary roles as opportunities came up due to short/long term absences (illnesses, etc.)
- One auxiliary employee was recruited and hired for the position of Records Specialist

Civilian Resignations and Retirements

- Three civilian employees chose to resign their full time positions however; two of these staff members chose to move to auxiliary positions.
- Two long serving staff retired in 2011. This included our Payroll Clerk and Systems Analyst.

Career Pathing

The Career Path NCO and the Civilian HR Manager provided support to many people requiring short and long term assistance in 2011. Several members with less serious injuries or illness were accommodated in temporary light duty assignments in sections throughout the organization. The Career Path Section also continued to ensure that all transfer and promotional processes were conducted in a fair and transparent manner. In addition, the section worked towards striking a balance between the needs of the organization and the goals of our people.

Police Promotions

- Constable to Sergeant – In 2010, eight Constables were chosen to be on the current Sergeant promotional list. Three of the eight Constables were promoted in 2010 and one more was promoted in 2011. Future promotions to Sergeant in 2012 will be made from this list.
- Results from the 2010 process also continue to be used as a tool for determining which Constables are placed in acting supervisory roles. These members continue to be given additional training and mentoring to further develop their supervisory skills for the next promotional completion.
- Sergeant to Staff Sergeant – 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 the other two were promoted in 2011.

- Staff Sergeant to Inspector – Three Staff Sergeants were promoted to the rank of Inspector in 2011 from two competitions held in 2011.

Leadership Development Program

In 2011, HR created and implemented a Leadership Development Program designed to assist in the development and transition of Constables to Acting Supervisory roles. The Program is a three stage process in which Constables volunteer to participate. The criterion consists of:

- Members must write and pass a Legal and Policy exam.
- Members must complete a one week, in-house leadership development course.
- Members must complete a period of on-the-job coaching and then receive an evaluation of their supervisory skills.

Fifty-one (51) members are currently participating in this program; all have successfully completed the written exam as well as participated and completed the one week, in-house leadership development course. The third phase of the program is now underway in 2012 which consists of coaching and an on-the-job evaluation period in the Patrol supervisory positions.

Internal Job Competitions

In 2011, HR moved towards consolidating as many police transfers as possible to a single transfer date. In the fall of 2011, there were 13 jobs posted by HR. As a result, on January 1, 2012, over 35 officers transferred to new positions. The consolidation of job transfers will assist the various Sections in scheduling, succession planning and in limiting the overtime associated with honoring leave picks of members who are oftentimes transferred mid-year.

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.

Newly Formed Unit

The Victoria Police Department created one new position in 2011. A Policy Analyst position, which falls under Executive Services, was created and is currently filled by a Sergeant.

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 allows police officers to work alongside mental health professionals to serve some of our region's 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 led 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 2011, 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 2011. The Career Path Sergeant and Civilian HR Manager continued to monitor and support supervisors in the completion of appraisals. Significant effort and resources were put into streamlining the PA process and moving from a paper to electronic format. Although some significant hurdles surfaced in relation to the switch to electronic format, HR is committed to the PA process and will do its best to ensure that all VicPD members receive 2011 PA's.

Performance Management

On a several occasions, individuals within the organization required extra developmental support in 2011. 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

The goal of the Training Section is to ensure that both sworn and civilian staff are trained and current with 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, almost 100% of all annually mandated training had been completed. Only one member failed to complete 4 hours of his 20 hours of Increment training for 2011. As a result this member's Incremental pay will be held back one year.

Training costs were again on budget in 2011 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 1322 seats on advanced training courses. This included online training, training at the JIBC, the RCMP Pacific Region Training Centre, the Canadian Police College and other training providers. Civilian staff occupied a total of 117 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 a variety of other 4 hour training sessions such as Legal Updates, Human Source training, Vehicle Hidden Compartments and other assorted topics.
- Roll Call Training – Brief roll call training was also delivered in 2011. Topics included Tele-bail training, Seniors Outreach training, Illegal Smuggling & Distribution of Contraband, ICBC Special Investigation Unit training, Electricity the Invisible Killer training and Block Watch training.
- Senior Management Development - Senior managers attended a total of 79 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 98 seats on courses including AED/CPR re-certification, OFA level 2, and “WIN / CRASH” – Use of Force training. Included in this training were 4 e-learning courses implemented by the Training NCO as mandatory on duty training for all Jailers. The online training consisted of; Aboriginal Awareness, Recognition of Emotionally Disturbed Persons, Excited Delirium Syndrome, and Harassment in the Workplace. All 4 courses focused on risk management and enhancement of the jailer's skills. All jailers successfully completed all of the above mentioned training.
- Other Assistance - Our firearms and use of force coordinators were once again in high demand in 2011. They participated in several special projects and studies including: JIBC Use of Force Assessors Group, Police Complaint Incident Analysis, Provincial Court Prohibited Weapons Assessments, and the National Restraint Study.

2011 Firearms Training

- The Spring Firearms training cycle included the required annual pistol qualifications for all members. Two hundred and thirty eight (238) members who were required to re-qualify in 2011 have now successfully done so. Training then focused on speed and efficiency of the draw, and wounded defender training. The spring training concluded with some advanced drills that demonstrated the need for the fundamentals that have been taught over the past few years.
- Fall Firearms contained a number of teaching points. Close quarters shooting was reviewed, with specific intent to keep consistent with techniques taught on the Control Tactics side of the fall training. Training then progressed to reactive steel targets – allowing a review of the spring session, further developing skills with respect to speed of draw and presentation, and fast, accurate, accountable rounds on target. The second phase of fall training was some of the more advanced pistol training that we have ever conducted at the range - a combination of exposure training, and experimentation. Moving targets and shooting through glass were also introduced and for some, this was the first time in their entire career that they had been exposed to this training. Extensive discussion took place on the limitations of shooting from vehicles, tactical considerations, and ballistics.
- The firearms training and qualification records have been entered into IPDMA, and hard copy records are held with the Firearms Training Coordinator.
- 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, changes in section/assignment) and as new users came on board. As of December 2011, there are 48 qualified G36 operators throughout the department.
- It had been several years since the department conducted an all-encompassing Bean Bag Shotgun re-qualification. Therefore, a 4 hour session was developed to bring members back up to an appropriate level. There was a classroom component, reviewing Less Lethal Theory, nomenclature, and legal and tactical considerations. A live-fire range component provided hands-on live-fire shotgun handling training, followed by the qualification course of fire. There are currently 44 qualified members in the department. (40 re-qualified and 4 new members who successfully completed the GVERT Basic Course)

Less Lethal Course Development

Although we conducted re-qualifications for the bean bag program, the Victoria Police Department is looking to move to a "Less Lethal Program". This would combine Less Lethal Projectile (bean bag) training, with CEW (Taser) training, and would encompass the new Provincial Standards for such training. Although we were looking to roll out this program in the spring of 2011, there were unavoidable delays with the release of the Provincial Training standards for Less Lethal devices.

The following is a tentative framework for the Less Lethal Course:

1. CID – Critical Incident De-Escalation Training
On-line component through the Canadian Police Knowledge Network (4 hours)
2. CID – Critical Incident De-Escalation Training
Face-to-Face Training to be conducted locally (8 hours)
3. CEW – Conducted Energy Weapons Training
On-line component through the Canadian Police Knowledge Network (4 hours)
4. CEW – Conducted Energy Weapons Training
Face-to-Face Training to be conducted locally (8 hours - to be part of the VicPD Less Lethal Operators Course)
5. Victoria Police Department Less Lethal Operators Course
(Prerequisites of CID and CEW provincial components)

This course would expand on the provincial standards covered in the CID and CEW training, expand Less Lethal Theory to impact projectiles, provide reality based training scenarios, tactical considerations, and local policies, procedures, and reporting requirements. (4 day course)

Annual Audit

The annual firearms audit was completed, and all firearms were accounted for 2011.

Expert Opinions

The Firearms Coordinator completed several expert opinions for Crown Counsel, on firearms seized during the course of VicPD investigations. These are time consuming reports that require detailed examination, testing, and educated opinion evidence.

Other Firearms Training

The Firearms Training Coordinator assisted with a variety of other training needs across the department in 2011, including:

- Patrol Tactics Workshop – February
- Greater Victoria Police Camp – although not firearms related, contributed to the long-term HR planning and recruiting efforts of the department
- Police Mountain Bike Course (Range Component) – April
- Plain Clothes Patrol Training/Orientation
- GVERT Assessment and Selection Day – June
- GVERT (Emergency Response Team) Basic Course – September/October
- Assisted with CMU Training (Crowd Management Unit) - Less Lethal systems
- Police Motor Cycle Course – Simunition Training Scenarios

2011 Control Tactics Training

- Control Tactics for Spring 2011 was heavily focused on Lecture/Development. The topics included: “What’s Important Now” (WIN), Tactical Communication, Critical Response against Sudden Hostility (CRASH), and the Whitelaw Coroner’s Inquest Recommendations.
- The physical/hands on portion of Increment Training focused on Spontaneous Attacks. A review of empty hand techniques, edged weapon response, and multiple assailants was conducted. It was reiterated that techniques and tactics would be based upon what Cst. Niederlinski had taught previously. All topics were presented in context of the National Use of Force Model, which was physically present and referenced throughout the training.
- Control Tactics for Fall 2011 as in previous years focused on Reality Based Training (RBT) or “scenario training” which has been identified as a departmental “best practice” as well as fundamental component of the “Three Point Plan”. RBT scenarios for this training cycle were chosen and developed to reinforce training concepts, tactics and techniques taught in recent UOF sessions. The Scenarios dealt with ground fighting tactics, CRASH (Critical Response against Sudden Hostility), Officer Safety practices, Barricaded Subjects, and lastly an Active Killer scenario. Also, the session focused on recertification of Intermediate Weapons (ASP Baton, and O/C Spray).

Other In-House Use of Force Training and Activities

- Police Camp Presentation
- Reserve Training
- Jailer Training
- Panel Interviews
- GVERT Combatives Training
- Patrol Tactics Workshop (RBT/ Combatives Training)
- Roll Call Training
- Recruit Orientation

Conclusion

The information detailed in this report highlights many important activities that have been tasked to the Human Resources Division. The Critical Incident Stress Management Team and Diversity Unit year end reports will be submitted to the Police Board later in the year. Human Resources Division main focus is the management of employee relations within the Victoria Police Department. The goals for the Division in 2012 will be to continue to achieve best practices in our training and qualifications of our sworn and civilian staff, and to recruit and develop the best through fair and competitive hiring practices.

Inspector Jamie Pearce
OIC Human Resources Division
Victoria Police Department