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Human Resources Division

2012 Annual Report

Inspector Jamie Pearce

2012 – Human Resources Report

Recruiting

In 2012, eight new police officers were hired and three new Auxiliary – Part Time Jail Guards. Of the eight new police officers, five of them were new recruits who attended the Police Academy at the JIBC in New Westminister. The other three new officers hired, were exempt-experienced police officers who came to us from other police departments. One officer came to us from the Vancouver Police Department, one from the Saanich Police Department, and the third was from the RCMP.

The three new Auxiliary – Part Time Jail Guards were hired to augment our current part time staff, and to replace a resignation and leave of absence.

As can be seen in the statistics below, our Human Resources office receives a large amount of resumes and letters of interest throughout the year. At this time, with a select number of officers being hired, it is very competitive for applicants. As a result, HR staff conducts many Screening Interviews that ultimately either eliminate applicants, or present invitations for applicants to compete further by participating in the POPAT (Police Officers Physical Abilities Test), or attend the Assessment Center at the Police Academy – Justice Institute of BC, in New Westminister. Through this process, applicants may also be asked to complete an in depth application package.

Statistics

New Recruit Resumes and letters received;

	2009	2010	2011	2012
Resumes Received	409	300	252	324

Exempt Police letters and resumes received;

	2009	2010	2011	2012
Resumes Received	18	17	8	13

Forecast for 2013:

We will continue to maintain our strength of 243 members, and although it is difficult to predict, we will try to anticipate any retirements or resignations so that we remain at the noted level. In the early part of 2013 we are anticipating the need to hire one new exempt – experienced officer. In addition, within the first few months of 2013 we will hire two more new recruits to fill two seats at the Police Academy in April. Over the last 2.5 yrs., we have worked through the

uncertainty and question of our department continuing to police The Township of Esquimalt, and have also worked through various budget constraints. Although this has directly affected recruiting, we have still hired a respectable number of 21 new police officers in that period of time. There are numerous factors that influence our hiring, and we will continue to work through them to hire the best for the Victoria Police Department.

As in years past, we will continue to process the large number of letters of interest and resumes received, conduct a considerable amount of screening interviews, and mentor potential candidates through our selection process. We know that within the next 2 – 3 years we will see a larger amount of officers retire, and it is important for us to have potential candidates ready and available.

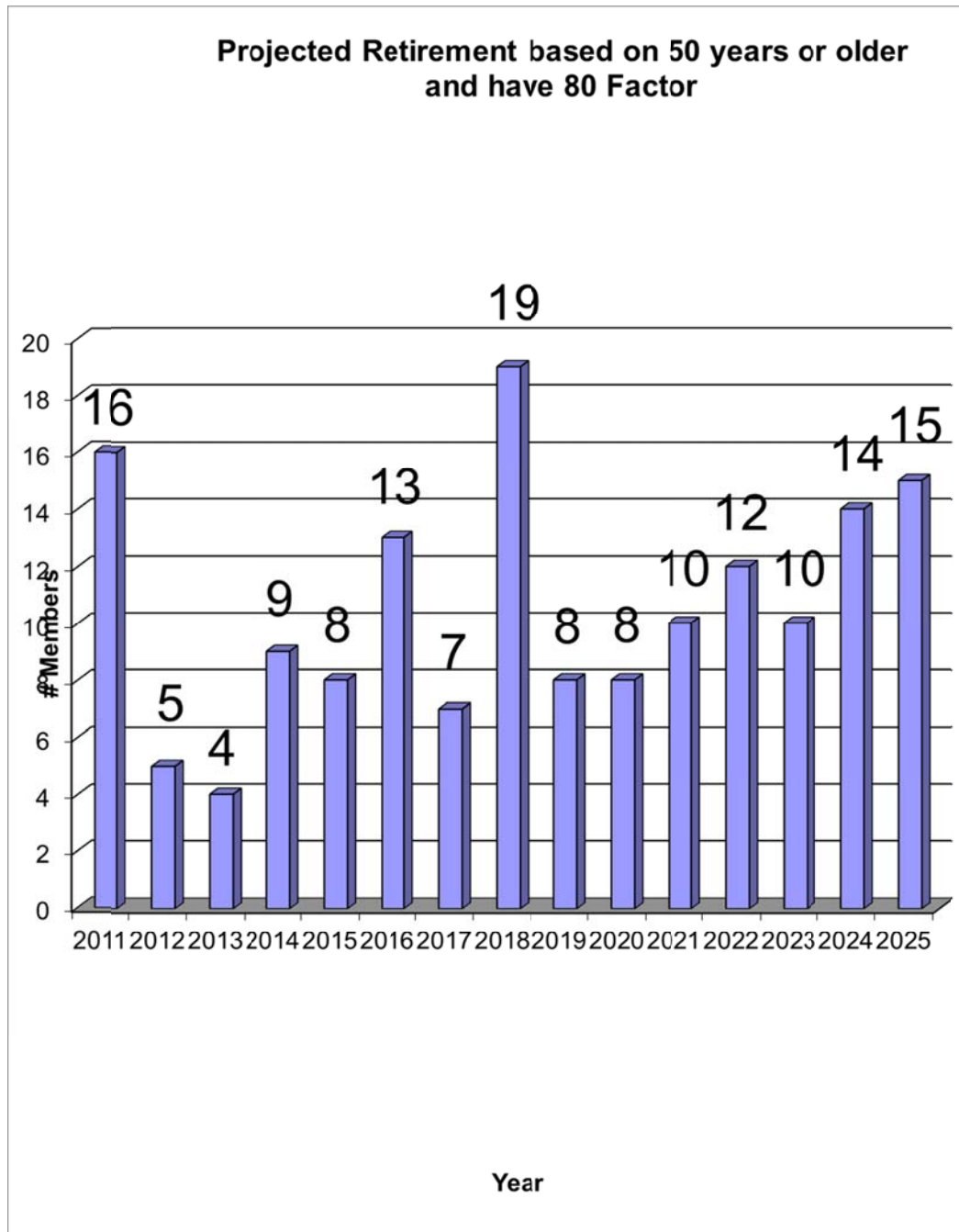
It is difficult to predict when any member does decide to retire or resign, but our figures show that in 2011 - 31 officers turned 50 years of age and became that much closer to retirement with an opportunity to take a pension. In 2012 - 12 officers turned 50 years of age. When looking at what is called the “ 80 Factor “ in regards to full eligibility for a pension, in 2011 - 16 officers obtained this status, and only 7 officers retired. In 2012 - 5 officers reached their “80 Factor “, and we had 5 officers retire. These figures show that there are active officers, still working and who are eligible to retire. We have to be prepared with viable applicants, ready and available for when an officer does decide to retire. With an ever changing workforce and available applicants, because individual’s lives are unpredictable and do change, this is a challenge for all of us to work through.

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

Goals for 2013:

- Complete a new Recruiting Brochure
 - With the assistance of our Public Affairs Division, develop and produce a new Recruiting Brochure that attracts applicants and outlines the Recruiting process.
- Update our Recruiting promotional aids
 - With the assistance of our Public Affairs Division, re-do our stand up posters and banners that are used for recruiting and promotion of the Victoria Police Department.
- Attract more female and visible minority applicants
 - At this time there are very few competitive, female and visible minority applicants. Brainstorm ideas, come up with a plan and implement a strategy to attract more competitive applicants in these areas.
- Polygraph operator
 - We currently use a Vancouver based company, Verax Consulting, and this can be challenging with scheduling and testing both police and civilian applicants. Verax consists of two retired Vancouver PD members who are busy around the world, and have indicated that they want to decrease their workload. When our hiring dramatically increases within the next two to three years, the demand and need for a

Polygraph operator will increase significantly. Our goal is to work with Verax and Saanich PD, in an attempt to identify another Polygraph operator who will be able to satisfy our needs.



Civilian - 2012 Year End Overview ***As of December 19/2012***

Labour Management:

- There were no formal grievances launched by CUPE this past year. There were several matters regularly discussed throughout the year, including issues with overtime, leave time vs. seniority, issues between Supervisors and their staff, etc.
- Conversion from Auxiliary to Regular Part-time Status was offered in both March and October to eligible staff who had accrued the required number of hours. All offers were declined, and those staff remained as Auxiliaries.

Employee Relations:

- There were various pre-grievance time and work around setting the expectations of the Supervisory position, issues between Supervisors and staff, and behavioral/personality conflicts.
- There was a dramatic spike in long term disability (LTD) applications and subsequent claims management throughout the year.

Note: Employee and Labour Relations Management is where the majority of time was spent by the civilian HR Manager in 2012.

Recruitment:

Competitions:

- There were 12 civilian competitions for 2012. The majority of these recruitments were temporary internal competitions that stemmed from longer medical absences.

New Hires: The new hires included:

- 2 full-time regular employees:
 - Communications Specialist – Rebecca Foster – January 23rd
 - Communications Coordinator – Bowen Osoko – starting January 14th, 2013
- 0 full-time temporary employees:
 - There were no new temporary external employee hires, however as noted, several current staff moved into temporary roles as opportunities came up due to both short and long term absences due to medical leaves
- 5 auxiliary employees:
 - Communications Specialist – Jasmine Luchuck – February 2nd
 - Complaint Taker – Sharon Wilson – May 15th (was RFT CS)
 - Communications Specialist – Michelle Joyce – September 10th
 - Communications Specialist – Nancy Kist – November 8th
 - Communications Specialist – Joanna Robb – November 21st (was RFT CS)

Resignations:

- There were 3 resignations:
 - Sharon Wilson – Communications Specialist – May 11th
 - Mike Tucker – Communications Coordinator – October 30th
 - Joanna Robb – Communications Specialist – November 20th

Retirements:

- There were 0 retirements in 2012

Job Evaluation:

- The Job Evaluation Committee worked on concluding various files, including reviews of newer positions such as the Communications Coordinator role, continued and final review of the Criminal Records Specialist position, and one new JE file for the Information and Privacy Disclosure Analyst position.

Performance Appraisals:

- The total % completed unknown at the time of submission, but on the way to being 100% completed again, as it has been in the past two years.

Training:

- \$29,000 was set aside for civilian staff within the centralized training budget for 2012. We were under budget with less than 20k spent by the end of the year (the total amount spent was not available as of the submission date)
- No requests were made from civilian staff for educational funds reimbursement (\$5,000 budgeted each year). These funds should be put toward the mentorship/leadership development program for 2013.

Initiatives:

- Employee Mentorship Program: Ongoing research was conducted into the development and implementation of an employee mentorship program that focuses on building leadership capacity throughout the organization.

By the Numbers – Civilians and Members: (As of December 31, 2012)

Civilians	
Authorized Strength (Full Time & Exempts)	88
Exempt	7
Full time	77
Operational Strength	84
Part time	5
Auxiliary	16
Secondments	0
Job Share	0
Maternity Leave	0
Long Term Disability	6
Leave of Absence	0
Total Civilian Staff (less LTD)	105
Male Employees	17%
Female Employees	83%
Visible Minority Male Employees	6%
Visible Minority Female Employees	2%

Members	
Authorized Strength	243
Actual Strength	244
Maternity Leave	3
Light Duties Awaiting Maternity Leave	0
Light Duties From Long Term Injury	0
JIBC Recruits	4
<i>Other Non-Deployable (Worksafe etc.)</i>	2
<i>*Job Share Members</i>	<i>4 Positions (8Job Share Members)</i>
<i>*Long Term Disability</i>	2
<i>*Secondments</i>	9
<i>*Leave of Absence</i>	0
Operating Strength	235
Male Members	77%
Female Members	23%
Visible Minority Male Members	6%
Visible Minority Female Members	2%

**Not included in calculations*

WorkSafeBC – Injuries on Duty – Time Loss:

	2007	2008	2009	2010	2011	2012
# of Claims	27	16	26	29	30	26
Hours (Days) Lost	3266 hours (272 days)	2725 hours (227 days)	746 hours (34.5 days)	5145 hours (467 days)	6086 hours (605 days)	6441 hours (675 days)

WorkSafeBC – Injuries on Duty – No Time Loss:

	2007	2008	2009	2010	2011	2012
# of Claims	60	60	55	24	30	32

Sick Leave Hours (Days) Used:

Note: Civilians are based on 10 hour days and Members are based on 12 hour days

	2007	2008	2009	2010	2011	2012
Civilians	5302 hours (530 days)	5186 hours (518 days)	5574 hours (557 days)	5247 hours (525 days)	6208 hours (621 days)	6812 hours (681 days)
Members	12096 hours (1008 days)	11444 hours (953 days)	14753 hours (1229 days)	14558 hours (1213 days)	15133 hours (1261 days)	15468 hours (1289 days)

Career Pathing

The Career Path Staff Sergeant and the Civilian HR Manager provided support to many people requiring short and long term assistance in 2012. 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.

Toward the end of 2012 the Department experienced a sudden downturn in the number of injured members and members off on various forms of leave, including parental leave. This has allowed some flexibility particularly in the Patrol Division. We hope this trend of healthy members continues.

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. The remaining 4 Constables were promoted to Sergeant in 2012.
- Sergeant to Staff Sergeant – Four Sergeants who participated in the 2012 Staff Sergeant process were chosen to be on the final list of members to be promoted. All four were promoted in 2012.

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 participated 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 members began working through the coaching and an on-the-job evaluation period in the Patrol supervisory positions. As part of this process, evaluation and tracking forms were developed and are being completed.

It is anticipated that several promotions competitions will take place in 2013 which will result in a need to pay close attention to the formal development of future leaders who will just be beginning their exposure to supervisory responsibilities.

HR will work towards periodic updates of the training material used to support this program in cooperation with the Executive Services Division.

Internal Job Competitions / Plecas Report Realignment:

In 2012 HR continued to move towards consolidating as many police transfers as possible to the beginning of each calendar year. 134 sworn member transfers were arranged for various reasons throughout the year (Including 80 in the last 4 months of the year), many will be taking place effective January 1, 2013.

Deployment decisions made based on the Plecas Report were responsible for many transfers in 2012. Included in this the redeployment of police positions were the following;

Realigned Positions	New Positions
2 School Resource Officers 2 Youth Investigators 2 Dayshift Patrol Officers 1 Regional Domestic Violence Investigator 1 Focused Enforcement Team officer 1 Community Resource Officer 1 Crime Prevention Sergeant Position	5 Investigators in Investigative Services 5 Officers to establish a crime Reduction Unit

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 2013, HR plans to revise the Career Path Guidelines to ensure they remain relevant to our current operations.

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.
- 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.
- 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 2012. The Career Path Staff 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 2012 PA's.

Performance Management

On a several occasions, individuals within the organization required extra developmental support in 2012. The Career Path Staff 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 mission of the Human Resources Training Section is to deliver in service training to sworn and civilian staff. Under the guidance of the Training Sergeant and the Civilian HR Manager, both in-house and external training sessions were provided and members were kept current with all of their certifications. By year end, 100% of all annually mandated training for sworn members had been completed.

Training costs were again on budget in 2012 with more seats on training courses than ever before. This is due to built-in efficiencies such as more local training, e-learning and better agreements with service providers such as hotels and meeting rooms.

Departmental Training Activities

- **Advanced Training** – Vic PD sworn members occupied over 1740 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 138 seats.
- **Mandatory Increment Training** – Each sworn member 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 4 hour e-learning course through the Canadian Police Knowledge Network on Crisis Intervention and De-escalation (C.I.D.) This C.I.D. training was mandated by Police Services and included a second 8 hour classroom phase which members completed on duty.
- **Roll Call Training** – Roll call training at the morning shift briefings was also delivered in 2012. Topics included Securities Fraud, Restorative Justice, Drug Possession for the Purpose of Trafficking, "LifeRing" Substance Abuse/Addiction training, Domestic Violence, Bylaw Officer Role, Critical Incident Stress Management, and Autism & Aspergers training.
- **Senior Management Development** - Senior managers attended a total of 114 courses, conferences, workshops or e-learning. These training requests were reviewed and approved by the Chief Constable or the Deputy Chief Constables.
- **Jailers** – The Jailers occupied a total of 64 seats on courses including AED/CPR re-certification, Occupational First Aid level 2, and Use of Force training. 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 2012. 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.

2012 Firearms Training

Spring Firearms

The Spring Firearms training cycle included the required annual pistol qualifications for all members, who were required to re-qualify in 2012, have now successfully done so. Training then focused on follow through; trigger press, body position, and sight picture. These training points were designed to build on previously trained concepts, and to build towards the fall training plan – moving targets.

Fall Firearms

The Fall Lesson Plan focused on moving targets. The feedback from the membership was outstanding. Numerous comments similar in nature to “best firearms training I’ve had in my entire career”.

We designed a basic, but functional moving target system, keeping costs under \$1000. (This included initial equipment/materials purchases and maintenance/repairs over the course of the fall cycle.) Similar commercial products range in cost from \$2,500 to \$25,000. Again, the lesson plan received great feedback from the membership.

Overtime

Improved scheduling and use of on-duty members to assist with the firearms training helped reduce overtime costs again for 2012. The total Firearms Instructor overtime in 2012 was \$11,113.01

To compare:

2008- \$28,353

2009- \$25,137

2010- \$ 8,761

2011- \$11,029

Training and Qualification Records

The firearms training and qualification records are being entered into IPDMA, and hard copy records are held with the Firearms Training Coordinator. This includes G36 (Rifle) and Bean Bag Shotgun records.

Patrol Rifle - G36 Qualifications

G36 Rifle qualifications were conducted late spring, and again in late fall. As of December 2012, there are 47 qualified G36 operators in the department.

Less Lethal Projectile (Bean Bag) Qualifications were conducted over July and August. In addition, the Crowd Management Unit (CMU) conducted Less Lethal (Bean Bag) qualifications

for their members in October. As of December 2012, there are 36 qualified Bean Bag Shotgun operators in the department.

Conducted Energy Weapon (CEW) Training

Upon the completion of the provincially mandated Crisis Intervention and De-Escalation Training (CID), Conducted Energy Weapon (CEW – “TASER”) training began in the fall of 2012. The Province has mandated (through the BC Provincial Policing Standards) that members complete the Provincial CEW training in order to carry a CEW. Existing ‘Taser’ trained members must be trained to the new standards by the end of January 2013. New operators must take the training prior to carrying a CEW (Taser).

Step 1 of the CEW training was a 3 hour, on-line training course offered through the Canadian Police Knowledge Network. (CPKN)

Step 2 is an 8 hour training session conducted in house, with a classroom component, weapons handling component, and a reality-based scenario/assessment.

We currently qualified 29 members to the new standards as of December 2012. This training will continue through January and February 2013, when we are running 7 more training days (With the potential for up to 56 more members.)

Note: There was a significant workload increase with respect to tracking and monitoring of CEWs and their usage, after the new BC Provincial policing Standards came into effect on January 31, 2012.

Less Lethal Course Development

Our concept of a 4-day Less Lethal Operator’s Course that would encompass CEW and Extended Range Impact Weapons (Bean Bag and/or ARWEN) has been put on hold for logistical reasons – costs, availability of CEWs, suitability of CEW operators vs. ability to handle a shotgun (Bean Bag).

Firearms Audit

The firearms audit was completed in the spring of 2012. In addition to the formal audit, there was an emergency audit conducted in early 2012, following some missing equipment from the Crowd management Unit. All departmental firearms were accounted for in the scheduled Spring Audit. However, there was a Remington 870 shotgun, a Taser, and a 37mm Gas Launcher missing from the CMU inventory.

Expert Opinions

The Firearms Coordinator completed several expert opinions for Crown Counsel, on firearms seized during the course of VicPD investigations. There are numerous expert reports (at least 3) in the queue at the current time. These are time consuming reports that require detailed examination, testing, and educated opinion evidence.

Other Training

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

- -Crisis Intervention and De-Escalation Training (CID Training)
- Policy Reviews with respect to Firearms, Less Lethal Weapons, and CEWs – mostly due to the BC Provincial Policing Standards
- -Police Motor Cycle Course – Simunition Training Scenarios
- Police Mountain Bike Course (Range Component) – April 2012
- Plain Clothes Patrol Training/Orientation
- Justice Institute of BC – Police Academy Training – Simulation Evaluations for Recruit Constables in Block I and Block III training

Other Firearms Coordinator Activities

In addition to the training provided, the Firearms Training Coordinator was committed to duties with the Greater Victoria Emergency Response Team for 54 working days during 2012. (Training and operations)

Training Courses – Firearms Coordinator

The Firearms Training Coordinator did not attend any training courses in 2012 related to Firearms Training.

Control Tactics Training

Spring Increment training for 2012 centered on recent trends within policing that have put officers at risk at the Local and International level. The focus was on Counter Mixed Martial Arts and Foot pursuits. In addition, the training addressed a Coroner's Inquest recommendation in regards to officer response to Excited Delirium incidents. A review of the Victoria Police Department Subject Behavior Officer Response reports (SBORs) revealed that officers were in confrontations with subjects whom had Mixed Martial Arts training or used these techniques on officers. The techniques taught were to counter choke holds, take downs, and responses to when an officer is mounted or held down by a suspect.

The foot pursuit training was initiated due to the frequency of incidences and the lack of formal training in this area. Most officers received cursory information about foot pursuits at the Police Academy as part of their initial recruit training. Recent incidents in Victoria and Saanich where officers were seriously injured, revealed that this training was necessary to prevent further harm to our officers. To illustrate the frequency of foot pursuits, the statistics indicate that between Oct 31-Nov22 there were 24 SBOR events, 6 of which were foot pursuits.

The following Excited Delirium training was addressed: **Coroner's Inquest: Jason Diffner-Surrey BC BCCS Case File #10-0216-0063**

This Coroner's Inquest recommended that Police Agencies:

3. Establish scenario based training respecting recognition of the signs and symptoms of suspected agitated delirium situations and the appropriate use of force required to ensure the safety of the patient, first responders and bystanders.

As an agency, the Victoria Police Department is at the leading edge in regards to recognizing, dealing and educating officers in regards to Agitated Delirium. Furthermore our involvement with the RESTRAINT study ensures that our officers are able to identify, respond and effectively deal with subjects who are displaying the signs and symptoms of Agitated Delirium. Officer response to these types of incidents was reviewed during training.

Fall Increment Training

Fall training has historically been a reality based extension of the topics introduced during Spring Increment. The other mandated portion of Fall increment training is the recertification of Lateral Neck Restraint, OC Spray and ASP Baton. The certification included a combative based Active Warm up utilizing OC Spray, ASP Baton and personal weapons. This concluded with the completion of a written exam by all participants.

To ensure the congruency in training between Firearms and Control Tactics there was an emphasis on Moving and shooting and the proper utilization of Cover and Concealment. This was achieved through the scenarios which took place at an outdoor training site which was a new concept for Control Tactics. The scenarios were an Active Killer/shooter response, Foot Pursuit and Officer "10-33" (needs immediate assistance) scenarios.

Other In-House Use of Force Training and Activities

- Police Camp Presentation
- Crisis Intervention De- Escalation training
- Reserve Training
- Jailer Training
- Panel Interviews
- RESTRAINT Study
- Patrol Tactics Workshop (RBT/ Combatives Training)
- Roll Call Training
- Recruit Orientation
- VIHA Training
- Camosun College Criminology Program presentation
- Weapons Expert Reports
- Conducted Energy Weapon Operator Certification

Future Forecast 2013

The Control Tactics and Firearms coordinators are currently developing a combined training platform for 2013. The training content will be focused on Immediate Rapid Deployment or response to Active Killer/Shooter Scenarios. This type of training will enable our members to

develop congruency between Firearms and Control Tactics as well as providing needed training for a serious and dangerous subject matter that is a growing concern worldwide.

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