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VicPD 2008 – 2010 Strategic Plan
Goal 4 – Invest in the Best
Interim Status Report - October 2008

Performance Measures:

Measurement	2008	2009	2010
completion of probation requirements	100%	100%	100%
number of new applicants to VicPD	Increase by 10%	Increase by further 15%	Increase by further 20%
retention rates	90% of all staff	90% of all staff	90% of all staff
employee engagement and satisfaction	Establish benchmark	Increase	Increase
percentage of partnerships analyzed	33%	33%	33%
annual performance appraisals	100% completion	100% completion	100% completion

Measurement #1 - Completion of Probation requirements:

To ensure that 100% of our new hires satisfactorily complete their probation period the Human Resources Division is committed to the following principles:

- A selection process that remains consistent with best practices
- Ensure quality hiring. Only the best will be hired
- Select the best, most qualified field trainers to train our recruits
- Review all recruit block II reports and ensure proper documentation
- Recruits - Ensure recruits receive mentoring after their police academy graduation
- Exempts – Ensure exempts are placed with an experienced officer

The probation period is as follows:

New recruits – 18 months (the first 8 months are spent at the Justice Institute of British Columbia)

Exempt hires – 12 months

PROBATION NUMBERS	Jan 1 – Dec 31, 2007	Jan 1 – Oct 1, 2008
total # on probation	21	9
total # completed probation	20	8**
% completed	95%	88%

** One recruit is currently on extended probation

Measurement #2 - Number of new applicants to VicPD:

The Human Resources Division has created a Strategic Recruiting Plan that identifies recruiting priorities, the target demographic, short term and long term strategies, outreach initiatives and an innovate and aggressive advertising plan. At the end of each year an assessment is conducted on each initiative and the plan is revised for the following year.

To maintain our successes it is important to maintain a variety of outreach initiatives, such as information sessions and attendance at career fairs, and to continue to use innovative advertising methods to reach target demographics.

Lastly, to engage our target audience, we need to ensure our web site remains informative and appealing.

NEW APPLICANTS to VicPD	Jan 1 – Dec 31, 2007	Jan 1 – Oct 1, 2008
recruit applicants	75	91
exempt applicants	9	19
total # of applicants	84	110
percentage change	-8%	30%

Measurement #3 - Retention rates:

It has become increasing evident that employees are looking for strong leadership and a mandate with a clear vision; one which they can embrace and can see their individual contribution amount to overall organizational success. The Human Resources Division plays a vital role in ensuring our employees are supported through an acknowledgement of their skills and abilities and the willingness and desire to support their developmental needs. Having said this, we also recognize that policing has become a more mobile profession with member's placing greater emphasis on their personal and lifestyle preferences. To maintain high retention rates the Human Resources Division is committed to the following:

- Ensure PA's are completed to provide timely and accurate feedback on performance and to set individual goals
- Ensure our employees, police and civilian, receive recognition when they step beyond the call of duty
- Maintain and promote an Education Fund that meets the needs of the organization
- Continue to conduct entry and exit interviews with all our employees and commit to making positive changes
- Recognize that our employees are life long learners and be willing to provide them with developmental opportunities

RETENTION RATE - CIVILIAN	Jan 1 – Dec 31, 2007	Jan 1 – Oct 1, 2008
civilian resignations	8	3
total civilian employees	82	84
retention rate	90.3%	96.5%

RETENTION RATE - POLICE	Jan 1 – Dec 31, 2007	Jan 1 – Oct 1, 2008
police resignations	6	9
total police officers	240	245
retention rate	97.5%	96.3%

OVERALL RETENTION RATE	Jan 1 – Dec 31, 2007	Jan 1 – Oct 1, 2008
police / civilian resignations	14	12
total police / civilian employees	322	329
Retention rate	95.7%	96.4%

Measurement #4 - Employee engagement and satisfaction:

An internal committee comprised of Ms. Marnie Mayhew (public relations advisor), Constable Leslie Whittaker (research, audit and analysis), Ms. Kris Kosich (HR coordinator) and a representative from the union executive will oversee the development of an employee engagement and satisfaction survey. To ensure a professional product, external assistance will be sought where deemed necessary. Due to some of the recent challenges the department has faced, the timeline to have a final draft completed for dissemination has been postponed until January 2009.

Measurement #5 - Percentage of partnerships analyzed:

The department has a total of 12 secondments and/or partnerships. 33% of the partnerships will be analyzed by examining 4 secondments/partnerships. The following 4 will be analyzed in 2008:

1. Integrated Road Safety Unit (IRSU)
2. Integrated Municipal Provincial Auto Crime Team (IMPACT)
3. Justice Institute of British Columbia (JIBC)
4. Ministry of Solicitor General – Civil Forfeiture

Measurement #6 - Annual performance appraisals:

One of the identified priorities for the Human Resources Division in 2007 was the introduction of performance appraisals for all police officers and civilian employees. On the police side, prior to its introduction, the performance appraisal document was reviewed, condensed and streamlined to the core competencies deemed essential to policing. After a long absence it was a challenging proposition to introduce performance appraisals and have them readily accepted as a mandatory job requirement. This matter was compounded with supervisors, civilian and police, maintaining very busy schedules and carrying heavy workloads.

Currently, police performance appraisals are once again being reviewed to determine if any further changes can be made to the document to make it easier for supervisors to complete.

The Human Resources Division continues to believe that it is crucial that all employees receive regular, formal feedback on their performance to identify deficiencies, set goals and motivate members. In addition, identifying areas of strength can provide additional motivation to staff and improve productivity and improve morale.

PERFORMANCE APPRAISAL COMPLETION RATES	Jan 1 - Dec 31, 2007	Jan 1 – Aug 31, 2008
civilian employees	35%	16%
police officers	48%	52%