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## ARCHIVÉE - Contenu archivé

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VicPD 2008 – 2010 Strategic Plan  
 Goal 4 – Invest in the Best  
 Interim Report - October 2009

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 31/08	Jan 1–Oct 1/09
Total # of Members on Probation.	36	30
Total # Forecasted to Complete Probation.	35	30
# of Members not Completed Probation.	1	0
Completion of Probation Requirements.	97.2%	100%

- There are no extended probations to date for 2008-2009 hires.

Measurement #2 - Number of new applicants to VicPD:

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

NEW APPLICANTS to VicPD	Jan 1–Dec 31/07	Jan 1–Dec 31/08	Jan 1-Oct 1/09
total # of resumes received	226	376	368
recruit applications received	75	120	93
exempt applications received	9	19	10
total # of applications received	84	139	103
percentage change from previous year	- 8%	+40%	- 6.4% (compared to Oct 1/08)

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 feel supported through an acknowledgement of their skills and abilities and the willingness to support their developmental needs. 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 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 31/08	Jan 1-Oct 1/09
Civilian resignations	4	1
total civilian employees	84	84
retention rate	95.2%	98.8%

RETENTION RATE - POLICE	Jan 1–Dec 31/08	Jan 1-Oct 1/09
police resignations	12	5
total police officers	245	256
retention rate	95.1%	98%

OVERALL RETENTION RATE	Jan 1– Dec/08	Jan 1-Oct 1/09
police / civilian resignations	16	6
total police / civilian employees	329	340
Retention rate	95.1%	<b>98.2%</b>

#### Measurement #4 - Employee engagement and satisfaction:

An internal committee was created to oversee the development of an employee engagement and satisfaction survey. Several external survey companies were contacted to discuss the project and present options to proceed. The project has not progressed since then; however, it will be revisited in the latter part of 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 each year by examining 4 secondments/partnerships. The following 4 are being analyzed in 2009:

1. Combined Special Forces Enforcement Unit (CFSEU)
2. Regional Crime Unit (RCU).
3. Integrated National Security Enforcement Team (INSET)
4. National Drug Evaluation and Classification Program (DECP)

At the time of this report, the partnership with RCU, and the secondments with INSET and DECP were in the process of concluding. The sole driver behind the decisions to end these initiatives has been budgetary challenges.

#### Measurement #6 - Annual performance appraisals:

One of the identified priorities for the Human Resources Division in 2007 was the introduction of annual performance appraisals for all police officers and civilian employees. Prior to 2007, the number of formal performance appraisals that were completed was less than 20 percent. The 2008-2010 Strategic Plan identified the importance of the performance appraisals by creating an ambitious goal of 100 percent completion.

Much progress has been made in the past two years with changing the culture inside the department towards a performance appraisal based organization. However, there still remains a considerable gap between our stated goal and the actual number of completed written appraisals.

In response, additional training on performance appraisals has been offered to supervisors in 2009. The actual process for civilian and police employees is again being reviewed to determine if any further changes can be made to improve commitment to the process. The drive to reach our goal of 100 percent completions will continue in 2010.

PERFORMANCE APPRAISAL COMPLETION RATES	Jan 1–Dec 31 /08	Jan 1-Oct 1/09
civilian employees	67.9%	29.8% (-13.1% from Oct 1/08)
police officers	56.3%	35.2% (-12.8% from Oct 1/08)

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