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

Performance Measures:

| Measurement | Measurement | 2008 | 2009 | 2010 |
|----------------|--------------------------------------|---------------------|-------------------------|-------------------------|
| Measurement #1 | completion of probation requirements | 100% | 100% | 100% |
| Measurement #2 | number of new applicants to VicPD | Increase by 10% | Increase by further 15% | Increase by further 20% |
| Measurement #3 | retention rates | 90% of all staff | 90% of all staff | 90% of all staff |
| Measurement #4 | employee engagement and satisfaction | Establish benchmark | Increase | Increase |
| Measurement #5 | percentage of partnerships analyzed | 33% | 33% | 33% |
| Measurement #6 | 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 in policing
- Ensure quality hiring - Only the strongest candidates are 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 (3 months at the Justice Institute of British Columbia (JIBC), 3 months at VicPD, 2 months at the JIBC). Exempt hires – 12 months.

| PROBATION NUMBERS | Jan 1-Dec 31/08 | Jan 1-Dec 31/09 | Jan 1–Oct 1/10 |
|---|-----------------|-----------------|----------------|
| Total # of Members on Probation. | 36 | 39 | 33 |
| Total # Forecasted to Complete Probation. | 35 | 38 | 32 |
| # of Members not Completed Probation. | 1 | 1 | 1 |
| Completion of Probation Requirements. | 97.1% | 97.4% | 96.9% |

In 2010, one police officer did not complete his probation and resigned from the VicPD.

Measurement #2 - Number of new applicants to VicPD:

Each year, the Human Resources Division identifies recruiting priorities, short term and long term hiring strategies and outreach initiatives to ensure the best candidates are identified for hiring.

| NEW APPLICANTS to VicPD | Jan 1-Dec 31/08 | Jan 1-Dec 31/09 | Jan 1-Oct 1/10 |
|--|-----------------|-----------------|----------------------|
| total # of resumes received | 376 | 409 | 237 |
| recruit applications received | 120 | 131 | 90 |
| exempt applications received | 19 | 10 | 7 |
| total # of applications received | 139 | 141 | 97 |
| percentage change from previous year (applications received) | +40% | +1% | - 5.8% from Oct 1/09 |

In 2010, the need for new police officers decreased by 48%. Recruiting initiatives were scaled back and the number of applicants decreased accordingly.

Measurement #3 - Retention rates:

To maintain high retention rates at the Vic PD, the Human Resources Division commits to the following:

- Ensure that our employees 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 that also meet the needs of the organization.

| RETENTION RATE – CIVILIAN | Jan 1-Dec 31/08 | Jan 1-Dec 31/09 | Jan 1-Oct 1/10 |
|---------------------------|-----------------|-----------------|----------------|
| Civilian resignations | 4 | 2 | 1 |
| total civilian employees | 84 | 85 | 85 |
| retention rate | 95.2% | 97.7% | 98.8% |

| RETENTION RATE – POLICE | Jan 1-Dec 31/08 | Jan 1-Dec 31/09 | Jan 1-Oct 1/10 |
|-------------------------|-----------------|-----------------|----------------|
| police resignations | 12 | 5 | 3 |
| total police officers | 245 | 254 | 252 |
| retention rate | 95.1% | 98% | 98.8% |

| OVERALL RETENTION RATE | Jan 1- Dec/08 | Jan 1-Dec 31/09 | Jan 1-Oct 1/10 |
|-----------------------------------|---------------|-----------------|----------------|
| police / civilian resignations | 16 | 7 | 4 |
| total police / civilian employees | 329 | 339 | 337 |
| Retention rate | 95.1% | 97.9% | 98.8% |

In 2010, retention rates have been on track with our stated strategic goal.

Measurement #4 - Employee engagement and satisfaction:

For the first time in the life of this strategic plan, internal surveys are being conducted to collect the opinions and beliefs of our staff. In the fall of 2010, 4 surveys were launched. These surveys individually focused on: perceived ethical behavior at all levels of the organization (CACP ethics survey); critical police performance measurements (University of Regina study); best practices in police program selection (Cst. Abrahamson PhD dissertation); and our officers pre-retirement information needs (VICPD / Victoria City Police Union Pre-retirement study).

The results of these surveys will be brought to the board in early of 2011. It is expected that employee engagement and satisfaction will form part of the findings.

Measurement #5 - Percentage of partnerships analyzed:

As with each year of this strategic plan, the number and type of seconded positions and partnerships has changed significantly in 2010. With the constant changes, it has proven difficult to accurately assess a fixed percentage of our partnerships. For example, in 2010 the Integrated Municipal Provincial Auto Crime Team (IMPACT) partnership will end however the Regional Domestic Violence Unit has already begun operation. As of October 1st, 2010 the Victoria Police Department has 19 staff detailed to the following partnerships:

- Integrated Road Safety Unit (IRSU) – 4 police officers.
- Vancouver Island Major Crime Unit (VIMCU) – 6 police officers, 1 support staff.
- Combined Forces Special Enforcement Unit (CFSEU) – 2 police officers.
- Victoria Integrated Community Outreach Team (VICOT) – 2 police officers.
- Mobile Youth Services Team (MYST) – 1 police officer.
- Integrated Mobile Crisis Response Team (IMCRT) – 1 police officer.
- Greater Victoria Emergency Response Team (GVERT) – 1 police officer (full time).
- Integrated Municipal Provincial Auto Crime Team (IMPACT) – 1 police officer.

These relationships will all be examined in 2011 under the lens of the next Vic PD Strategic Plan.

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 overall number of formal performance appraisals that were completed was less than 20 percent. The 2008-2010 Strategic Plan identified the importance of the annual 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 more performance appraisal based organization. There still remains a considerable gap between our stated goal and the actual number of completed annual written appraisals. Direction to supervisors and managers to achieve full completion of performance appraisals is ongoing and will continue for the final three months of 2010.

| PERFORMANCE APPRAISAL COMPLETION RATES | Jan 1–Dec 31 /08 | Jan 1–Dec 31/10 | Jan 1–Oct 1/10 |
|--|------------------|-----------------|----------------|
| civilian employees | 67.9% | 76.8% | 34% |
| police officers | 56.3% | 44.3% | 43.7% |

