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Appendix II: Internal Consultations

Planning for the Future... Scanning the Toronto Environment

Toronto Police Service

August 2011



INTERNAL CONSULTATION – MEMBERS NOVEMBER 24TH, 2010

Sergeant Ajwaid (Paul) Qureshi, 23 Division

- **most serious internal challenges faced by the division are staff deployment and retention**
- hard to keep senior/experienced officers in the division – these officers are taken from Primary Response (PR) and sent to support units in the division or Service
- need to redeploy officers to support PR and need to ensure that officers who have gone to squads, support units, or task forces return to division when their term is completed so that experience returns to division
- also losing experienced people to retirements – means PR officers are increasingly less experienced and often being trained by officers who lack experience themselves
- ongoing training and development are important; also need close supervision of junior officers by supervisors to ensure proper service is provided to the public
- **most serious external challenge faced by the division is the changing demographics of the area**
- the predominant immigrant groups and cultures in the division are changing – the officers in the division don't reflect the population being served
- the division has a large number of religious organisations/communities – the Service needs to interact more with them, particularly young people
- Service must be aware of possibility of terrorist activity and that some criminal members of groups are very mobile (crimes being committed elsewhere by people known to the division)
- often police in home countries involved in corruption and violence – results in lack of respect for and willingness to interact with officers here
- division has been proactive in attempting to find qualified applicants in communities and referring them to the Employment unit
- division has also been proactive in trying to interact with the community to have positive discussions and find solutions to some of the problems identified
- **improving the partnership between the police and the criminal justice system should be considered as a priority for the Service**
- police need to work closer with the Crowns, Prosecutors, and Judges so that matters are dealt with promptly and effectively – will improve perception of the public that justice is being served, and will ensure that cases are not withdrawn or stayed resulting in waste of resources and financial loss
- examples – need to improve search warrant process – excessive paperwork and resources required (homicide search warrant takes 3-5 days to complete; drug warrant can be 15-20 pages; etc.); telewarrant service also inefficient and needs to be improved
- needs to be a better understanding between the Service and Judges/Justices in order to expedite investigations

Staff Sergeant Daniel Sabadics, 53 Division

- **main divisional challenge and issue that should be addressed by a Service priority are the same = lack of experience of constables on front-line (PR) and in specialised units**
- ongoing efforts by the Service (e.g. skills development) and divisional management (e.g. coaching and mentoring) have not resolved issues relating to the levels of experience, service quality and delivery, and retention
- has implications for efficiency/effectiveness of service delivery (responding to calls and investigations), time involved in service provision and response, time available for proactive activities



and learning opportunities (both of which help to develop skill set, experience level – best way to learn is to get out of the car and talk to people), quality of testimony in court, public confidence, and risk management

- with relatively fixed resources assigned to PR, need to be as efficient and effective as possible – supervisory attendance is not enough, need emphasis on debriefing, coaching, specialised training initiatives and monitoring; also need to return officers to PR after they spend time in specialised units so that they can share what they learned (need to monitor management compliance re: returning officers to PR)
- **the current Service Priority ‘Delivering Inclusive Police Services’ remains the Service’s most important issue – particularly the goal dealing with retention, promotion, and career development/guidance (essentially, the development of valuable resources)**
- with retirements and resignations, Gen Yers will become a larger part of the Service, particularly PR – will have to change police management style, be more inclusive, to use the advantages this generation brings and manage the possible disadvantages

Sergeant Dave Shaw, 42 Division

- **main internal issue for division is staffing**
- number of new offices in division and special groups across the Service (e.g. TAVIS, SRO, etc.) – all draw from PR (even though most of them not really experienced officers yet)
- **main external issue for division is the rapidly increasing diversity**
- new immigrant groups growing – mainly families, increasing number of different religious groups, and increasing number of facilities that deal with newcomer issues
- newcomer communities often don’t welcome police and are reluctant/afraid to report victimisation to police – need to build trust on both sides
- often have criminals acting as they did back home as well as organised crime groups preying on newcomers in their communities (e.g. robberies, extortion)
- need to ensure officers understand needs of new groups, while new groups need to be aware of Canadian laws and expectations
- language skills of officers an issue – would make job easier, clear calls sooner, if division could use skills of members in other units to translate
- division needs to be aware of possibility of terror threats
- **Service Priority dealing with organised crime, gangs, and drugs, should continue, but important that Priority dealing with traffic and pedestrian safety also continues**
- there has been an increased use of roads and increased number of commuters on roads that weren’t made for that volume – result is more collisions and increased driver frustration and altercations
- traffic/pedestrian safety will also be affected by demographic shifts – will have more seniors in cars or, if they lose their licence, walking and using transit
- seeing an increased in impaired driving – cultural differences need to be explored and addressed (also need to get inexperienced officers trained to deal with this offence)

Police Constable Elisa Higgitt, Mounted & Police Dog Services

- **most serious challenge for unit relates to staffing (including operational requirements, experience levels, and succession planning)**
- staffing was reduced in previous restructuring processes, in line with operational requirements of the times, but since 2005, operational demands have increased (e.g. crowd management, training, ceremonial duties and community relations details), as have training requests from external police services, in both Canada and the US



- operational demands now often exceeding current staffing and ability to respond; is anticipated that rising demand for service will continue in coming years – need current staffing strength of unit to be reviewed and adjusted accordingly to reflect operational responsibilities
- increased staffing would allow unit to be more involved in corporate and divisional initiatives
- unit needs experienced officers (takes about five years of experience to become competent and requires development of many specialised skills) – succession planning is therefore imperative
- supervisors in particular need special skill sets that history has shown must be developed within the unit – supervisor without extensive experience is a risk management issue (officers, mounts, and community safety can be jeopardized if wrong actions and decisions are made)
- over the next two to three years the Mounted Unit will be losing all of this experience to retirements and promotions – succession planning measures have begun at the unit, but support is needed at the corporate level to adequately prepare for this staffing challenge
- **most important issues for Service to address as priorities are community safety and building trust with the community**
- building trust can improve police effectiveness and efficiency
- officers on bikes, walking, or on horses are all easily approachable by members of the public, unlike officers in cars; people can interact with, talk to mounted officers – doesn't have the same element of negativity that often accompanies interaction with PR officers
- officers need to have more effective and positive communication and interpersonal skills; and exceptional deportment and professionalism Service-wide should be encouraged and expected as part of a larger Service priority
- when members of the public are at ease, they feel comfortable voicing concerns, as they do with mounted officers – effective police response and a relationship with the community that encourages input, co-operation, and participation are vital to the prevention and investigation of crimes that negatively affect safety and quality of life

Staff Sergeant David Gillis, Toronto Police College

- unit dealing with many of the same issues already mentioned
- **main challenge for TPC is staffing**
- anticipate a large number of retirements, but must continue to train an equally large number of recruits to ensure that uniform presence remains constant
- continue to strengthen the In-Service Training Programs and to respond to recommendations from Coroner's Inquests and provide information to the Police Services Board
- develop training programs based on evidence and research
- remain current with technology and continue increased use of the Canadian Police Knowledge Network to deliver e-learning to Service members (more efficient way to provide some basic training and more convenient for units and members)
- will also continue our partnerships with post secondary institutions to provide Service members with opportunities for higher learning
- **the most important issue for the Service to address as a priority is to focus on a highly visible uniform presence in the community**

Sergeant Graeme Philipson, TAVIS

- **biggest challenge facing the TAVIS RRT is funding – if the funding is withdrawn by the province, what happens to TAVIS, what is the political will to continue the direction and mandate**



- TAVIS has stayed true to its mandate – is community based, and assists with improving community safety; provides officers who can generate investigations and make arrests, removing criminals from the street without the pressure of getting clear to go to the next call
- TAVIS officers are a visible presence in the community – most people won't call the police if an unknown person is in front of their home dealing drugs because of fear of retribution, but if police are in the area he'll probably leave – means fewer buyers/users in area, fewer needles on ground, fewer thefts to buy drugs – helps community
- have a large turnover in staff every six months – would be better if term was one year; at six months, just getting skills necessary to talk to people, etc.
- need senior officers for unit since younger officers usually don't have necessary skills yet (e.g. ability to articulate grounds) – working in this type of unit gives officers further training, experience in self-generated/proactive interaction and investigation and officers can then return to their home divisions with valuable skills
- need to increase awareness of different functions of the RRT and the TAVIS neighbourhood deployment, so that activities of the RRT don't interfere with the relationship-building
- **youth violence and gun violence in at-risk communities should be priorities for the Service**
- providing a strong police presence in uniform puts law-abiding citizens at ease as well as sending a strong message to criminals who plague these communities – police need to continue to be interactive and proactive when dealing with crime



INTERNAL CONSULTATION – MEMBERS NOVEMBER 29TH, 2010

Sergeant Paul Myers and Constable Wayne Jackson, Employment

- **most serious challenge for unit is executing effective outreach to attract and hire qualified candidates from diverse communities**
- the unit must address organisational needs, regulations (such as the *Accessibility for Ontarians with Disabilities Act*), and new Canadians as candidates
- face challenges such as cultural barriers (resistance to policing as a career in some communities), language barriers, competition from other services, shrinking pool of potential applicants
- will continue to liaise with identified communities (including Aboriginal, visible minority females, and the disabled community)
- have a focused media strategy that includes using social media (e.g. Twitter and YouTube) and diverse community-based publications
- also have focused outreach at universities and colleges
- identifying communities that don't see policing as a good career and focusing on them, liaising with community leaders
- **at broader level, Service should focus on gun and gang violence as a priority – violence often involves innocent bystanders, affects officer and community safety, has a negative social and economic impact on the city, and results in the perception that police are ineffective**

Detective Sergeant Morgan Robinson, Professional Standards

- **most serious challenge for unit is also the issue that the Service should focus on as a priority: providing high quality customer service**
- customer service includes both how we treat and interact with each other and how we treat and interact with the public
- good customer service should increase public trust and reduce public complaints
- public trust is important – without it, Service can't effectively do its job
- while public satisfaction with police is generally good, it has decreased in recent years, as have perceptions of trust, professionalism, courtesy, and helpfulness
- even not including G20-related complaints, complaints to date are up over previous year
- to gain public trust, police interactions with people have to be professional, respectful, and non-biased
- increased customer service would hopefully result in an increase in public trust, a reduction in public complaints, and professional and effective services delivered to the community

Staff Sergeant Charlene Baptist, Staff Planning

- **the unit's most serious challenges are a lack of up-to-date technology and expertise – the unit uses many Excel spreadsheets, and staff are expected to be able to use them properly without any but basic-level training (and even Excel is outdated for the unit's purposes)**
- different spreadsheets mean much duplication and people having to re-type the same information many times
- ITS support is not available, and won't be for three months
- all unit's projects, reports, etc. rely on many numbers, but there is so much room for error
- **technology should be a priority for the Service – not keeping up with advances**



- specialised squads have some experts, but divisions don't have any IT specialists and ITS doesn't have enough people to provide the needed support – not able to keep up with tech crimes, for example, which are increasing
- officers are making spreadsheets all over the Service – need co-ordination and IT support

Jennifer Conchada, Budgeting & Control

- **many new Councillors, new Board members, and a new mayor will pose a challenge for the unit – each governing body has its own needs and priorities – will be a challenge to make the Service's operational requirements clear, and how these are related to the budget**
- new mayor has also added budget pressures in looking for budget reductions and stating that budgets will be flat-lined – but with current number of officers, Service costs will increase and flat-lining or reducing will be hard
- need to work again to build a trusting relationship with the new Board members
- **on a Service level, crime, violence, and the loss of public trust and confidence are issues that should be priorities**
- the Service also needs a Council that is well informed about our budget and business planning processes – in order to achieve our goals, Service needs financial support of Council – we depend on them to fund our ability to reduce violence, increase community safety, and increase public trust and confidence

Elsie Thompson, Information Technology Services (Infrastructure and Operations Support Services)

- main responsibilities of IOSS are to ensure that Service IT infrastructure is up, secure, supported, accessible, and reliable
- **main challenge is that the rate of technological change has accelerated**
- TPS database creation, server requirements, user account requests, and change requests have all increased significantly; central storage environment has grown explosively; and with new technologies and a second live site introduced, the environment has become more diverse and complex
- but there has been no increase in unit establishment for ten years
- continually look for efficiencies, but team often has to work overtime to meet critical deadlines; the need to ensure delivery of user services is not compromised has resulted in infrastructure maintenance receiving less attention than it requires
- as Service IT environment continues to grow and become more complex, will be increasingly difficult to maintain service levels with current staffing establishment
- **maintenance and delivery of IT infrastructure should be a Service priority**
- Service should create a requirements-based civilian HR model for the identification and hiring of civilian personnel – would forecast workforce requirements in advance and facilitate hiring on an as-needed basis

Karlene Millwood, Information Technology Services (IT Governance Management)

- responsible for looking for inefficiencies in IT processes using business framework
- **most serious challenge for unit is the lack of resources to work on review and re-engineering of IT processes – too many competing interests and too few people**
- IT resources used inefficiently – also affects team morale when people are pulled from one project to work on another that now identified as a priority



- a little pain now would improve things down the line – give time now to improve processes so that things work better in the future
- **for the Service, a priority should be how we treat one another internally – all should be treated fairly, equitably**
- there should be equity in due process for civilians (e.g. civilians suspended without pay, while uniforms are suspended with pay)
- civilians provide support for uniform activities – civilians enable officers to do their jobs more effectively and efficiently

Detective Constable Jim Makris, Fraud Squad (*now the Financial Crimes Unit*)

- **three areas of challenge for unit – more cases being referred, focus of criminal justice system in relation to frauds, and the collection of statistics**
- divisional Fraud offices are being downsized and/or closed creating an increased work load/calls to the Fraud Squad for assistance and expertise
- citizens are being directed by divisions to call the Fraud Squad; regulatory bodies (such as the Ontario Securities Commission, Real Estate Council of Ontario, the Investment Industry Regulatory Organization of Canada) are also referring citizens to the Fraud Squad for assistance
- law enforcement agencies are also calling the Fraud Squad as all frauds happen in the Toronto area
- Squad has to balance the volume of requests with work schedules, training and internal Service demands
- the Crown Attorney's office has focused attention on fraud cases before the courts and has sent back a message indicating in essence that if the victim did not do due diligence and/or they have other avenues to pursue (civil court, regulator), the Crown would not proceed with the criminal charges
- on-line reporting of fraud offences and cyber crime will greatly increase numbers when it becomes available, and will affect ability to efficiently provide a high level of service to citizens, law enforcement agencies, private and public sectors, etc. – will also have to decide how to deal with fraudulent fraud occurrences
- **Internet fraud, cyber crime, on-line reporting, computer fraud, and statistics should all be priorities for the Service**
- need to define 'cyber crime', 'computer fraud', 'Internet fraud' – if definitions are broad, will exponentially increase number of offences Squad has to deal with (and it will look like there's been a huge increase in frauds), especially if going to on-line reporting
- need to determine who will investigate these crimes, if the knowledge and expertise and equipment are available, and how the anticipated increase in workload will be handled
- currently do not take fraud occurrences over the phone and only review e-mails that are forwarded by the TPS webmaster because they include mention of fraud – only create a file when the complainant supports allegations with documentation

Detective Constable Brad Donais, Forensic Identification Services

- **unit facing many challenges (including requirements of Adequacy Standards, changing technologies, court expectations, increasingly violent and complex crime scenes, unrealistic public expectations, etc.) – common theme is human resources**
- invest much money and time into developing investigators, and is therefore hard for people to leave – takes about three years to produce a contributing lead investigator – only about 300 specialists in Ontario
- with the long tenure, get motivated people who are interested in the work, but people also get burnt out



- are the only unit in the Service to have to write a provincial exam (Adequacy Standards) every three years
- all this means have difficulty attracting people to unit and getting fewer qualified applicants – currently under strength, but just can't assign people to work in FIS – need qualified, experienced, and interested officers
- need to change unit into a place seen as challenging, rewarding place to work – a stepping stone in career rather than a place to finish it
- **human resources also need to be a priority for the Service – FIS is a microcosm of the Service as a whole**
- policing is a people-centred job that can take a physical and emotional toll – Service needs to concentrate on recruiting qualified applicants and taking care of the health/wellness of its employees
- healthy workplace results in satisfied, healthier employees – wellness program needs buy-in from front-line
- need to recognize that every police contact is a potential recruiting opportunity

Sergeant John Kmiecik, 54 Division

- **single most serious challenge for division is lack of experience in Primary Response (PR) – challenge of keeping constables and sergeants for longer service at the division**
- average length of service of the approximately 75 officers on platoons is 4.2 years; three platoons don't have officers over 5 years service
- little learning from peers since there are no senior officers to train by example, offer guidance – results in poor reports and investigations, bad decisions, and increase in complaints
- experienced sergeants are getting promoted – so will have sergeants with little experience supervising young constables
- evaluations seen as being worthless – started by one supervisor, but finished by another who hasn't worked with the constable long enough
- platoons cycle through sergeants quickly, changing middle managers almost every year – means little consistency in supervision
- not enough value or weight given to PR – people are encouraged to move out as quickly as possible, to move into positions in specialised units, squads, and offices
- Service doesn't want officers to stay in squads and specialised units long, but moving them out quicker only means more opportunities for officers to leave PR at the divisions
- need to require that after every time within a non-front-line divisional unit, an officer has to return to PR for a year
- need to ensure that uniform supervisors remain with a platoon for an extended period (at least 3 years) to result in better evaluations and training
- need to raise the stature of coach officers – make it a pre-requisite for promotion, use experienced officers; unsuitable coaches should be removed from the position
- evaluations should be changed, made more objective and based on clearly defined unit-specific tasks and abilities; should also allow evaluations to show negative aspects without supervisor having to spend a lot of time making plans to improve or rehabilitate the officer – onus should be on officer to improve, with training or increased supervision offered if needed
- **customer service needs to be addressed as a Service priority – particularly in relation to call response time, accessibility to assigned investigators, follow-up with victims and witnesses, and employee satisfaction**
- calls for service are pending for longer than desirable; poor efficiency is leading to less clear time – calls that are not primary response matters take time away from essential calls (e.g. may be more cost effective to hire civilians to take over waiting with EDPs at hospitals or security guards to watch over non-crime scenes)



- IT is an issue as well – new technology takes time to learn, direct entry of FIRs is time consuming
- investigators are swamped with administrative paperwork and case prep
- new pilot compressed work week does not properly address call response times and has affected platoon morale, camaraderie since platoon officers don't work together anymore
- should create a central unit for light duty officers – valuable tasks can be performed by trained police officers who can't go on road (e.g. telephone call backs, follow-ups, case prep at Homicide, Central ARU, etc.) – make-work projects at divisions are not rewarding for officers or beneficial to the Service

Rosemary Scaglione, Central Paid Duty Office

- **most serious challenge for the office is that the unit's technology/systems are seriously outdated: operate on faxes and phones alone – do not have an e-mail address for our existing customers or potential new customers; do not have a website to keep customers up-to-date or post frequently asked questions and answers**
- lack the ability to communicate easily with and get updates from customers – creates poor customer service for existing and potential future clients
- process approximately 45,000 pay duty requests yearly, all completed via fax – most of our customers would find it more workable through e-mail and a website
- also, when the office receives a fax from customer requesting a pay duty, staff members enter and assign the pay duty on TRMS, but there's no alert/notification to the division or that the assigned division has received it or is attempting to fill it – need to be able to directly notify officers who are available that there's a pay duty opportunity
- situation further hampered by fact that many divisions don't have a pay duty co-ordinator
- **most important issue for the Service to address as a priority is excellent communication and customer service**
- in this office, that would mean immediate notification to Officers, advising them what pay duties are available for them to work
- also, while the city states that a customer is required to have a pay duty officer (as per permit), the Service says it's not mandatory for officers to work pay duties – means many go unfilled, which in turn means poor customer service (and their permits run out)

Leslie Lester, Court Services

- **challenge for unit is slow progress on funding for provincial uploading to Court Services – government has announced \$125 million allotted**
- still undecided how monies will be divided, who will maintain control of court security, how adequacy standards will be developed – all jurisdictions have different needs, require needs assessments, and same standards may not be implemented everywhere
- **most important issue for Service to address as a priority is transfer of organisational knowledge**
- with members retiring and other seeking promotional opportunities, challenge is to backfill positions and transfer organisational knowledge
- needs support and leadership at highest levels
- succession planning is key – lateral transfers and training allow people to develop skills and experience, but at times people are reluctant to share their knowledge (believe that knowledge is power and without knowledge won't have power)
- need a culture change within Service that encourages knowledge transfer and organisational development and empowerment



INTERNAL CONSULTATION – MEMBERS DECEMBER 1ST, 2010

Staff Sergeant John DeCourcy, Organised Crime Enforcement

- **most serious challenge for unit is to disrupt and dismantle the activities of well-established, violent gangs responsible for a significant amount of violence and fear in communities**
- have a continued responsibility to support the charges being brought before the courts with professional and competent ‘expert witnesses’ so that those individuals responsible for violence in our communities are prosecuted to the fullest extent of the law resulting in offence appropriate, realistic sentencing
- unit is composed of a number of specialized sub-units – specialised training is essential to be proficient in complex investigations conducted
- through time, experience, and continued training opportunities, members can become ‘subject matter experts’ in each of the specialised areas – costly in terms of money, time, and human resources, but positive data from 2010 show the benefit
- supporting prosecutions with ‘expert witnesses’ can reduce court trial time, result in positive case law, and result in convictions with appropriate sentences imposed
- challenge is to find resources to establish and maintain ‘subject matter experts’; also a challenge to find experienced officers to develop these skill sets
- **the Service needs to continue the Priority ‘Targeting Violence, Organised Crime, & Gangs’**
- violent crime has a major impact on communities, especially gun crime, which is on the rise – violence by organised crime and street gangs affects safety and lessens the quality of life for residents in neighbourhoods
- targeted enforcement efforts of identified organised crime groups will allow the Service to prioritize those individuals that are responsible for the crimes of violence that are occurring throughout our city
- partnerships, both internal and external, will be continued to optimise the flow of information in a timely, co-ordinated way to ensure maximum results for the efforts

Staff Sergeant Tom Lynch, Divisional Policing Command

- **single most serious challenge that faces Divisional Policing Command is to ensure no erosion in the numbers of front-line personnel, that sufficient staffing exists in all units to meet demands**
- reduction of front-line affects officer behaviour and effectiveness as they deal with excessive demands – have fewer officers in Primary Response (PR) now than had in 2007
- the ability of divisions to initiate and sustain strategies to deal with local crime and disorder issues is almost constantly negatively affected by the need to police various special events, both within their own and in other divisions
- calls for service are a PR priority obligation which should always supersede other order maintenance and service functions of policing
- decrease in number of front-line officers may have an impact on Service ability to provide the core services required by the *Police Services Act*
- need to manage personnel shortages in Divisional Policing Command – resources often taken by other areas of the Service (e.g. TAVIS, BCU, OSSG, Transit unit, etc.), new positions need to be filled (e.g. Quality Control and Crime Management detectives), and also have to deal with mandated training, retirements, annual leave (more taken in summer), sick leave, and lieu time off
- **the Service should keep the ‘Targeting Violence, Organised Crime, & Gangs’ Priority, but in addition to enforcement, need a more proactive goal to provide a multifaceted, interdisciplinary**



exit strategy for gang members (intervention) supported by referral and maintenance programs (prevention) – need to diminish gang involvement

Wendy Ryzek, Labour Relations

- **given increasingly complex employment issues in the workplace, managers and supervisors require additional tools and training to effectively manage staff – has been an increase in number of grievances, arbitrations, and complaints to the Human Rights Tribunal, which expose the Service and the Board to liability**
- some of the challenges and issues are no discipline/documentation of past similar behaviour, no record of discussions to improve performance/counselling meetings, inconsistent and differing treatment of employees, and lack of compliance with Service procedures and legislative requirements
- **Service should make it a priority to allot funds and staff to provide ongoing mandatory training and education to all supervisors, managers, and unit commanders**
- training should include human rights, employment standards, *Police Services Act*, understanding and adhering to provisions of the collective agreements, managing work performance, effective performance evaluations, managing attendance and understanding culpable and non-culpable absence, management rights, accommodation (disability, family, personal), effective discipline, mentoring, succession planning, managing conflict, and improving communication skills
- consequences of not providing this training huge and costly to Service: frustrated managers, low morale, disengaged employees, mediocre performance, increase in absenteeism, increase in grievances, increase in human rights complaints; also dollar costs in settling of grievances and complaints
- many benefits to the Service if address this issue: managers/supervisors will understand new responsibilities, will be able to coach/communicate/motivate/manage performance of employees, will understand and comply with Service Procedures and collective agreements
- there would also be a decrease in the number of grievances and human rights complaints, resulting in a decrease in the cost of legal fees and arbitration hearings – can use the money saved to cover the costs of education and training to management staff

Sergeant Dave Stirling, Traffic Services

- **most serious challenge for unit will be replacing staff expertise, knowledge, and skills**
- huge experience gap in TSV – in the years following restructuring in mid-1990s, unit did not receive any new recruits, so now have officers who have been with the unit a long time and officers who have been with unit a relatively short time
- long-serving officers have gained much expertise, but now use their specialised experience in areas that do not interact with front-line traffic officers (e.g. accident reconstruction, detective office, collision reporting centres)
- 10% of TSV personnel have over 35 years of service and 20% of TSV uniform personnel will be lost to retirement in 3 years – need ongoing mentoring and sharing of skills, as well as training, before this experience is lost
- in mid-1990s with restructuring, was intended that officers interested in traffic would first gain experience in divisional traffic units, then move to TSV to further develop their skills – this never happened, but should be considered again
- at a Service-level, mobility and flow (safe and orderly movement of people) need to be a priority – whether people are travelling in cars, on foot, on bikes, or on transit
- lack of co-ordinated efforts to maximize traffic efficiency can have many implications – assaults (road rage), impacts on businesses and the economy, increased pollution, etc.



- with limited new roads being built, and some lanes taken away for LRT and bicycle lanes, need to coordinate construction scheduling, major event planning, rapid clearance of collision scenes, parking enforcement on major routes, traffic patrols/enforcement, etc., to improve traffic flow
- should continue to pursue partnerships to do this (e.g. look to revise by-law to allow impounding of vehicles during rush hour; continued data/information sharing with Toronto Transportation Services; promote establishment of, and participate in, a Toronto Traffic Information Management Group)
- need to continue efforts focusing on seniors, pedestrians, and cyclists (awareness, education, enforcement)
- need to increase presence and profile of Transit Patrol unit and increase transit safety
- need to develop and implement education and enforcement strategies aimed at impaired driving (by drugs and by alcohol) and distracted driving

Sergeant Tony Forchione, 43 Division

- **most serious challenge for division is the high volume of calls for service for non-police matters and the resulting negative impact on emergency response, officer safety, uniform visibility, proactive policing, and public trust**
- current paradigm is that Police are the caretakers of society – call takers take virtually all calls for service and send to dispatchers who assign police resources to respond
- no vetting procedure in place to assess if call is frivolous, is not a police matter, should be responded to at a more appropriate time of day (e.g. fraud call on midnight shift), or is better serviced by another community resource – recent survey of a PR platoon showed officers believed 80% of calls were frivolous or inappropriately assigned
- community members call police because they don't know who to call, because they're not aware of police mandate/responsibilities, or to comply with their internal procedures/cover liability issues
- is a problem because officers are unnecessarily tied up
 - PR officers are not available for emergency response to higher-priority calls, proactive patrol, or traffic enforcement, and fewer officers are available to provide high-visibility uniform presence in community
 - officer safety issue – lack of availability of back up
 - officers are unable to take time to effectively resolve calls in order to prevent future calls
 - preliminary investigations suffer, causing investigators to work harder
 - wellness issue – officer burnout
 - budget impact (lunch hours not taken, overtime, sick time)
- public trust diminishes when expectations and reality don't match (e.g. call cancelled by PR supervisor, police response time for an emergency call is far slower than expected)
- current service-delivery model hasn't changed – primary concern is risk management (what if we don't attend and there is some negative result?)
- also Communications Centre is not in a position to vet calls with the current staffing infrastructure (insufficient sworn officers available on “the floor” to authorize alternate course of action taken by civilian members)
- need to develop a new call response strategy and market to community – public education on what the TPS will and will not do/can and cannot do
- should also continue to explore opportunities to maximize officer available time via Internet crime reporting, systems to handle frequent missing persons (from group homes), etc., as well as better shift schedule to maximize officer availability during peak times (e.g. Service-wide implementation of mobile divisional ARU officers)
- with the current service delivery model, there is much potential positive front-line police activity lost – to provide the community with the highest customer service standards the TPS must put in place a service delivery model that properly balances risk with efficient effective response to calls for service



- **a Service priority should focus on drug enforcement and early-age intervention**
- drug subculture and associated peripheral crime seriously affects quality of life in our neighbourhoods and has a large impact on all the major crime indicators; guns/gangs are fed by drug culture
- successful drug strategy will have a positive impact on peripheral violence, guns, gangs and focusing on drug enforcement has added benefit of organised crime prevention/enforcement
- early-age intervention is equally important to reduce drug trade – cut off supply of future traffickers and users
- should maintain current pressure on drug traffickers from street level up through supply chain
- users should be dealt with through drug treatment court and within harm reduction programs
- work with pharmaceutical industry and College of Physicians & Surgeons to effectively deal with diversion of pharmaceutical drugs
- reaffirm TPS commitment to preventing youth from becoming trapped in the profit and ‘glamour’ of drug dealing and the gangster lifestyle by expanding outreach and education programs in the early school years and throughout high school

Joshua Jamshidi, Operational Systems Support Group (OSSG)

- OSSG was developed to select and implement a new records management system to replace eCOPS, CIPS and other software applications currently in use – this will affect all members of the Service
- **given the number of members, the single most serious challenge that the unit will face is change management – change in databases will require significant organisational shift**
- currently preparing Statement of Work, which will be followed by a re-engineering phase – this will be followed by a training strategy and then project ‘roll out’
- with any organisational change, there are stages of acceptance: denial → resistance → exploration → commitment → acceptance (ideal stage) – want members at this last stage, past denial and resistance
- will need to effectively communicate to Service members the changes that are about to occur, why the changes are being made, and the impact of those changes; will have a support team available to assist members with inquiries or concerns
- **from a Service perspective, the TPS should have professionalism by members in the workplace and when dealing with the public as a priority**
- the Service and members continually face scrutiny by various media organisations – the emphasis can give the public the impression that we have done something ‘wrong’ – this negatively affects our public image and trust
- with attrition and other factors, the Service is becoming younger – must instil a belief in the importance of treating each other and members of the community with respect and dignity
- professionalism can affect things such as employee morale, productivity, number of complaints (internal/external), Service image, and public trust – these are critical in our day-to-day operations and affect how we deliver service to our communities
- need to start with supervisors – they must have the skills, abilities, and knowledge to do the job – they need to be role models and lead by example, must be fair and treat all members of the Service and public with dignity and respect, and must take swift action when there is harassment in the workplace or a complaint is brought to their attention in order to maintain a healthy environment
- is equally important for subordinates to carry out or extend the same level of professionalism to each other and back to their supervisors
- improving public trust will help us in delivering services, solving and preventing crimes
- members must always act professionally and treat interactions with the public as if we are being recorded by audio or video technology – professional behaviour will not result in a tarnished image for the Service



Kim Wood, Communications Services

- **the number one challenge for the unit is wellness**
- many factors adversely affecting unit member well-being, including
 - staffing stresses from increased call volume and a significant increase in calls from cell phones (which increases call processing time) – makes it difficult to meet mandated response standards; has resulted in increased sick time, inability to give members time off when they request it, and negative work environment
 - staff often ‘borrowed’ to work on other projects – difficult to get them back; means increased workload for those left
 - rapid technology changes, actual and proposed, have stressed some staff as well – averse to change, fear that they won’t be able to master new skill sets in a profession they’ve been working in for years (examples of changes include radio infrastructure project, telephone trunking system to an IP hybrid, text messaging for the hearing impaired, CAD upgrade, , etc.)
- **the most important challenge facing the Service is also member wellness due to stress**
- people are being asked to do more with less, negativity in the workplace, perception of always being watched and second-guessed
- stress on members has a negative effect on units and on the Service as a whole
- strategies have been undertaken by the unit and the Service to address member stress and wellness, but more needs to be done

Constable Arland Stave, 41 Division

- **the single most serious challenge facing the division is staffing**
- there is a large turnover of experienced officers once they finish the training program – unable to retain qualified and experienced staff, so supervisors are young and inexperienced and have a large proportion of officers with less than 5 years service
- there are insufficient numbers of officers on the platoons and staffing has decreased
- there is a lot of mandatory training, but little time to do it, especially with the CWW pilot schedule
- not much incentive to be coach officers, so coach officers tend to be very young
- paperwork requirements contribute to a large workload
- will be losing more officers to retirement and specialised units in the coming years
- **staffing is also the most important issue that should be a priority for the Service**
- the lack of experienced officers is a risk management issue
- the volume of mandatory training is affecting the ability to put people on the street
- will continue to lose officers, including supervisors and senior officers, to retirement and other opportunities
- current challenges will be magnified in coming years unless the staffing issue is addressed

Detective Sergeant Adrienne Johnstone, 55 Division

- **the main challenge to the unit will be doing more with less**
- PR is being drained – officers are going to investigative and other Service units
- has also been a shift in societal expectations – the Service has taken on more without a corresponding increase in staffing
- this is a diverse division with diverse concerns and needs – CR office has been increased and can deal with the demands when they’re in the division, but they are often called out for special events
- when the CR is not available, things fall to PR and end up with either long response times or concerns that are not addressed



- also have transitional neighbourhoods, undergoing gentrification – often are demands on resources to deal with disorder complaints, which adds to calls for service
- end up with community feeling that concerns are not being heard, when CR is not there and PR has to deal with complaints/concerns
- have seen an increase in unplanned events, mobilised mainly through social media – expect to see this more often, but it's impossible to plan effectively for
- PR officer availability often affected by EDPs when can't get an MCIT team – end up spending 2-3 hours per apprehension and are not dealing effectively with EDP's needs
- further, have to fill the Bail Compliance Unit – a drain on resources that may be better spent on front-line service
- with PR officers, have to balance the need for them on the front-line with them getting experience in other functions
- **the main challenge for the Service, as important as dealing with violent crimes, is addressing quality of life issues in all communities**
- these types of issues have a major impact on community perceptions of security and safety – need uniform presence/visibility on front-line
- if implement on-line reporting of local, minor issues, maybe directly to divisions, divisions can develop crime management strategies to help improve quality of life as well as overall service delivery
- need to communicate better with community

Detective Rob MacInnis, 14 Division

- agree with other participants – most valuable resource for Service is front-line officers showing up at people's doors when they call for service
- **main challenge for the unit will be addressing demands for service**
- much condo development and gentrification occurring in division – is beneficial in that it's renewing neighbourhoods that have had crime, drugs, and prostitution problems, but will also increase population density, change divisional demographics, and result in an increase in calls for service
- will be a huge drain on resources – have roughly two dozen officers assigned per platoon, but then also have training, other duties, annual leave, etc., so don't have that many available to answer calls
- also may be losing officers with the change to divisional boundaries – just managing now; if lose officers, may not be able to address needs of growing public
- **the main issue for the Service as a whole is gang violence in the city**
- the huge jump in shooting incidents in the division this year is likely a temporary spike, but still has to be addressed
- need cross-divisional co-ordination and communication
- also have to address lack of trust of police in the community
- the ability to address these issues is affected by the number of inexperienced officers on the front-lines – they're learning as they go

Peter Koutsovasilis, Audit & Quality Assurance

- **the single most serious challenge that the unit will face is providing Assurance Services to Information Technology (IT), that is providing an independent assessment on governance, risk management, and control processes of the Service related to IT management, control, and security**
- to do this, need a broad range of skills particularly related to IT management, control, and security – the budget uncertainty will make it difficult to find experienced IT auditors and training existing unit members on IT auditing



- **the most important issue that the Service should address as a priority is to develop Service governance to deal with engagements in the cyber domain**
- with increasing Service use of the Internet and social media as tools, there has to be governance to enhance IT management, control, security, and disclosure, as well as privacy issues and concerns
- the application of technology will affect nearly every facet of policing – for example, technology will help solve crimes and prevent crimes; police will gather, assess, communicate, and share information via the Internet
- but there are also huge risks if Service critical infrastructures depend upon the Internet – any technology with an IP address can be used to damage that critical infrastructure, wreak havoc, steal information, and damage Service computer networks

Detective Sergeant Niels Sondergaard, 11 Division

- **most serious challenges for unit over next three years will be dealing with mental health and family/domestic violence issues**
- many baby boomers in the division – as they get older, expect them to stay in their homes because of closeness to services and conveniences
- with an increasing number of older people, may have an increase in people with dementia and Alzheimer's
- with the downturn in the economy, those in the 'sandwich' generation looking after both children and elderly parents may be more stressed, especially if the elderly parent(s) have dementia – may be increased need for police intervention in mental health and domestic issues
- also have issue with patients going missing from hospital – patients (including involuntary mental health patients) are given passes to go outside to smoke; since patients are often not monitored during the breaks, some take the opportunity to leave
- missing persons investigations involving vulnerable people generally require more resources
- public education and technology may help keep people with dementia/Alzheimer's safe and mitigate the impact on police resources
- also expect increase in demand in the division with an increase in population density and traffic problems due to new condo developments
- **most important issue for the Service to address is youth gun and gang violence**
- local street gangs are mostly young people and the easy availability of guns, lack of skill of users, and indiscriminate use creates a danger for everyone
- gangs and violence are fuelled by drug sales
- gangs are expanding control in some communities – making reporting by residents more difficult
- to address this, need to build trust in communities with the help of other agencies and need to publicise the good work being done by officers in the area
- other issues include:
 - the need to free up officer time by making administrative staff available to assist with disclosure requirements and by civilianizing positions better served by civilian specialists than officers (e.g. crime analysts, booking officers)
 - the need to keep up with changes in technology and the changes resulting from technology use
 - fewer experienced officers available to work on the front-line
 - increasing traffic safety issues for pedestrians and cyclists

Staff Sergeant Ron Tapley, Marine Unit

- **main issues for unit relate to staffing at the Island Airport**



- airport use and traffic are growing exponentially – require staff beyond current strength (have MOU to provide this additional staff)
- intention is that the Port Authority (the land owners) will fund the staffing – awaiting final approval
- while waiting for staffing approval, are using paid duty officers
- there are specific security issues related to international air traffic – the US requires that armed police be within certain distance of US Customs
- additionally, the space intended for police use is insufficient – have drawn up what is required in for the police facility
- also will have mini command centre linked to MICC and that can link with cockpit and water resources; CCTV monitors inner and outer harbour
- officers will require additional training specific to airports (Transport Canada requires specific clearance for officers)
- field of responsibility of the unit is expanding
- **with regard to the Service, targeting violence, organised crime, and gangs should remain a priority**

Detective Glen McBryde, 12 Division

- **single most serious challenge facing the unit over the next three years will be the realignment of divisional boundaries and the expansion of the division**
- realignment has generated uncertainty:
 - don't know how calls for service will be affected – expect an increase, but unsure by how much
 - don't know if the unit has enough uniform/investigative and civilian staff – will be getting more officers, but since don't know what demands will be, don't know if staffing will be sufficient
 - don't know if building will be able to keep up with increased numbers and demands
- **the most important issue that the Service should address as a priority is street level drugs, combined with technology**
- drug activity drives many other crimes, especially break & enters, thefts from vehicles, robberies, violent crimes, etc.
- street level drug activity also definitely affects quality of life – residents are responsible for dealing with damage and/or loss of property, and the crimes affect their feelings of safety and security
- even more affected by violent crimes, especially when innocent passersby become victims
- almost every arrest now involves technology in some way, even if just a cell phone/smart phone
- the Service needs to be able to adequately address these trends by having enough resources available, with the required expertise, to go after these offenders

Joe Dorey, ITS Customer Service

- **the most serious challenge for the unit will be the adoption of new technology**
- ITS Customer Service is affected in a number of ways
 - users now demand the same capability, fluidity, and access to technology that they have available at home
 - users expect the workplace to 'work' in a manner that they're accustomed to and expect as the norm (e.g. high-speed wireless Internet access that's reliable and fast, social networking, ultra-portable laptops, etc.)
- as user expectations increase, ITS Customer Service must provide suitable solutions that meet those expectations



- new technology can potentially benefit the organisation through increased productivity, reduced costs, and improved use experience
- there are also risks – security risks (have to balance security considerations with user expectations, since increased security often results in more complexity and less flexibility frustrating users), financial risks (must ensure new technologies are in the best interest of the Service before decisions are made that may have significant financial impacts)
- also resource capacity risk for unit – staff must have knowledge and training (including research and study on own time), and as new technologies are implemented and expand, additional resources are required (more calls come to help desk, more work projects implementing new technology)
- **from a Service perspective, the most important issue to be addressed as a priority is recruitment and staff retention**
- ability to hire new staff and maintain current workforce is affected by the current work expectations of the new generation, for example:
 - less formal relationships and high degree of negotiation possible with supervisors
 - opportunities to make decisions and contributions of significance at all levels
 - hard work and positive outcomes will be acknowledged and rewarded
 - ability to connect personal devices to corporate network
 - work/life balance
- quickly returning to full staffing complement after staff attrition is difficult due to the hiring process being complex and time consuming
- security requirements make implementing technological autonomy very difficult, if not impractical
- need to shift the mentality of the current workforce to better adopt the expectations of new generation hires

Constable Lee Ann West, 22 Division

- **most serious challenge for the unit will be staffing**
- with large number of inexperienced officers (less than 5 years service), challenge will be for front-line supervisors to take on role of coaches, mentors as well as supervising, given lack of experienced officers on the platoons to provide guidance and assistance to the junior officers
- also presents a challenge for staff development – with large numbers of new officers, backlog will make it increasingly difficult to have officers complete mandatory generalist constable training; while in the past, officers were very quickly exposed to investigative and interpersonal training – will now have to wait longer for opportunity
- also creates difficulty with respect to succession planning – pressure to replace officers in investigative and CRU units and will have difficulty ensuring that those officers receive the mandated training
- **single most important issue for the Service to address as a priority should be to continue to target violence, organized crimes and gangs – must also include a focus on youth intervention and promotion of safety**
- Service must continue in their attempts to reduce the number of shootings in the city – need greater focus at divisional level since front-line officers and CRU officers have a great advantage due to their rapport and contacts with community members
- should be more divisional TAVIS strategies and general patrol strategies that sees officers out in the neighbourhoods where the gun violence is taking place
- more focus needs to be spent on programs to foster relationships with youth (such as community events that are geared towards the youth, educational programs, seminars to make youth aware of gun violence and drug activity in their neighbourhoods)
- police need to be seen as role models for the young people in their divisions



INTERNAL CONSULTATION – MEMBERS DECEMBER 9TH, 2010

Virginia Fry, Property & Evidence Management Unit

- for several years, the unit's biggest challenge has been the storage capacity of the facility; a study was carried out to determine the evidence storage requirements of TPS for the next 25-years, and to conduct a systems review and business process assessment
- the study was completed by IGC Logistics Group Inc in June 2007, and subsequent to the findings of the study, approval was received to proceed with acquiring a facility that would meet the long-term storage requirements
- **the tentative move date for the unit is July 2013 and the a massive undertaking will include moving three sub-units which oversee the management of illicit drugs, firearms, and general property**
- leading up to the move, the unit has embarked on a disposal initiative in order to ensure inventory levels are reduced as much as possible and to reduce risk factors
- a second challenge will be the new records management system scheduled to be introduced to the Service in 2012; for this unit, this will require an electronic conversion of current property database records – if conversion is not carried out, parallel systems will have to be run on an indefinite basis, which will present operating challenges including diminished customer service levels
- with the new RMS, there will also likely be a significant learning curve for both officers and PEMU personnel – the implementation of the new RMS is expected, therefore, to result in quality control issues surrounding the property data entered by officers, and will necessitate a change in business processes at PEMU and the establishment of heightened quality control measures
- **providing career planning and guidance should be a Service priority** – many employees have specific employment desires and goals within the Service; unit management, whenever operationally feasible, enables personnel to be involved in job-shadowing, lateral training, educational opportunities, and skill challenges
- continued technological advancements should also be a priority in order to effectively serve the community and assist Service members in doing their job

Staff Inspector David Marks and Staff Sergeant Garry Silliker, Emergency Task Force

- **the main challenges for both the unit and the Service in coming years will be violence in society (in particular, increased gun/gang/drug-related crime, acts of terrorism, and security at the city-centre airport)**
- **challenge to the unit is that due to increased gang and gun activity, the ETF is increasingly in demand for execution of high risk search warrants – requires increased training and funding**
- officers are facing gang members who are more dangerous than in the past – criminals are aggressive, non-compliant (some have tried to disarm ETF members resulting in officers being injured and an increased number of SIU investigations)
- need for training and common operating practices for all public areas (e.g. malls, hockey rinks, office buildings) – similar to school lockdown training
- increased enforcement results in increase in associated risks – subjects are resisting – need to practice dynamic entry vs. breach and hold; calls for professionalism and appropriate levels of force
- to execute high risk search warrants safely, need to establish minimum staffing levels; unit budget must be increased (or TAVIS funding allocated) to maintain these staffing levels



- major projects focus on gun crime and usually involve 40 to 50 search warrants being executed by tactical units (throughout the GTA) – need to maintain good working relationships with GTA partners
- ongoing trend is that licensed premises are not operating within regulations – divisions investigating and investigations usually end in execution of a search warrant; entering a licensed premise that holds over 100 people, all who have been drinking, and controlling such a large crowd is another high risk incident
- terrorism can be foreign or domestic; a terrorist act in other places can have some impact in Toronto
- in response to September 11, 2001, a number of processes and training exercises have been implemented, though some need to be developed further
- the Service must be vigilant – Toronto is the hub of the GTA and the possibility of a terrorist act exists; must ensure that there are established plans (internal and with community partners) and that there is training on these plans to ensure an adequate response
- with regard to the city-centre airport – a new terminal has been built and there will be more/new carriers flying into and out of the airport, including international flights; training is needed on responding to providing response to the airport, given its unique location/situation (e.g. training on aircraft assault, marine training, Transport Canada rules and regulations); airport-specific equipment is also required
- any terrorist attacks on an airport somewhere else can have an impact on the city-centre airport (e.g. lockdown, amended security procedures)
- increased demands require increased training, increased staffing, and increased funding

Mick Damani, Information Systems Services

- **over the next three years, the most challenging issue will be resource and work-load management**
- the challenges facing the unit are the rapid changes in technology, the increasing complexity of the application environment, and the increasing number of new applications and development tools being introduced, while at the same time having no increase in the resources assigned to the unit
- these have resulted in a steep learning curve for staff in an effort to acquire and build new skill-sets, increased work-load and stress level for members, and some critical applications not having adequately trained secondary-level support resources
- it is becoming increasingly difficult to maintain service levels with the current pool of limited resources
- over the next few years a number of senior level members will retire and several members are considering early retirement – with insufficient resources, it will be extremely difficult to find time for knowledge transfer to a new staff member
- the current process for filling vacancies simply takes too long – often, the preferred external resource is no longer available because another opportunity came along (generally takes about 15-17 weeks for internal application process and hiring, and about 30 weeks for external process application process and hiring)
- succession planning requires basic tools such as job ladders, incorporating technical skills, and behavioural competencies
- given the current Collective Agreement constraints and employment policy re civilian promotional processes (only interview matters, cannot consider past performance, etc.), identifying and mentoring an individual for succession is not possible
- **the Service must address the resource management challenges and associated impacts of an aging resource pool, policies and process surrounding filling vacancies, and benefits of succession planning**
- the Service should recognise that ITS is a critical enabler for achieving goals of process efficiency, resource utilisation, and strategy vision



- the Service should review current ITS job descriptions and align them with IT industry standards, taking into consideration the objectives, anticipated changes to the work environment, and the required skill sets

Detective Les Dunkley, 52 Division

- **most serious challenge facing the unit is disorderliness in the division, affecting quality of life in the community (broken window effect) – expect to see an increase in disorderliness over the next three years**
- increased development and population in downtown (resulting in more calls for service), the entertainment district, and a large number of events/demonstrations tax police resources in the division
- the impact of a break and enter into a home and/or a theft from auto adversely affects overall community feelings of safety
- at a recent town hall meeting, disorderly conduct seemed to be the most pressing concern for members of our community – reduced overall feelings of safety
- disorder issues included street level drug trafficking, loitering in parks/in front of businesses, litter in the streets, break & enters into homes, thefts from vehicles, and street level robberies
- judicial system is ineffective – police put people in jail and they’re released the next day to continue committing crime
- 18% of the divisional officers have less than 5 years experience; 16% have over 30 years – training and development and succession planning will be an issue in coming years
- with a large number of retirements expected, inexperienced officers will be left without the benefit of experienced officers and will be training even younger officers – there will be mistakes made; risk management important
- need stable leadership in the unit, including at management levels
- to be effective in addressing the issues and concerns that are facing the division, must continue to communicate both with officers and members of the community, building relationships, maintaining trust, and seeking input
- **at the Service level, addressing violent crime and gun violence should be a priority**
- the most important thing to members of our community is the overall feeling of safety

Staff Sergeant Russ Cook, Public Safety & Emergency Management

- **unit plans and responds well, and recovery done well, but don’t do so well at mitigation – unit challenge is to improve this**
- looking at a pre-event response, deterrence, and mitigation strategy (involving multiple units) – goal is to prevent or minimise effects and risks
- looking at business continuity, how officers are deployed, processes involved, design of exercises, scenario planning
- another risk issue is elderly people who go missing (usually from own residence) – get about 7,000 calls regarding missing people each year – large number of these are elderly people; currently doing some training – get many repeat calls because are not doing effective follow-up; need to improve community awareness
- has been a tremendous increase in the number of calls related to CBRN (chemical, biological, radiological, nuclear) agents – have 5-week training program now for officers less experienced in responding to these types of calls
- proactive sweeps are an important part of prevention
- also have succession planning issues in unit



- see similar priorities for the Service: community safety (missing persons, especially elderly, and CBRN awareness) and emergency response (focusing on mitigation)

Bill Carter, Parking Enforcement

- **dominant issue is expected to be the competition for parking curb space among many different interests and users of the road, and ensuring compliance to dedicated on-street parking**
- the unit is involved with Toronto Transportation from an enforcement perspective in supporting and planning city parking initiatives, including:
 - working with the City to review the process of granting parking considerations
 - working with the City toward the development of a courier permit system
 - keeping designated motorcoach spaces clear, supporting tourism, and enforcing higher parking fines for unlawfully parked motorcoaches, to ensure the orderly flow of traffic
 - keeping AutoShare/Zip Car designated parking spaces clear to support car-sharing
 - enforcement, public education and investigating abuse and fraudulent use of disabled/accessible parking permits
 - working with the City to implement a specific stopping offence to keep bicycle lanes free of obstructing vehicles
 - motorcycles, scooters, mopeds, and e-bikes involve legal distinctions and parking exemptions, however many are similar in appearance, presenting a challenge to enforcement and some confusion to the public – discussions will take place between the unit and the City
- ‘Drove-Away’ tickets (motorists drive away to avoid receiving a ticket) continue to present an officer and public safety risk, as well as an enforcement problem; a request to amend the *Provincial Offences Act* has been communicated to the Province to allow the service of a Parking Infraction Notice by mail
- community continues to show interest the Parent Safety Program at local schools (supervisors assist parents and school officials to set up a parent supervised pick-up and drop-off zone at peak school traffic periods, and to ensure compliance, enforcement is provided as needed)
- unit continues to provide operational support to other units
- ‘look-alike’ parking tickets issued on private property continue to be a concern – these are prohibited forms of private demand notices that have the appearance of an official police ticket – have an effect on the unit’s private property enforcement program
- the Court backlog will continue to be addressed by City Court Services with accelerated court scheduling – timely court scheduling supports effective prosecution and, in turn, motorist compliance to parking regulations; the percentage of tags referred to court has been steadily increasing over the last few years, indicating that accelerated court scheduling may continue for the foreseeable future
- a continuing priority for the Service overall should be ensuring traffic and pedestrian safety

Sergeant Robert Harvey, Provincial ROPE/Bail & Parole

- **main challenge for the unit is offender management – concern is public safety**
- officers right now can’t make an arrest if a person is in breach of a parole condition – must get an apprehension warrant (officers do have the ability to arrest in breach of a probation condition); since incarceration is the goal of the current federal government, there will be more paroles granted – has workload implications for the unit (the divisional bail compliance units have helped)
- courts are now ordering offenders to report to police divisions (closer to home for offenders) rather than to Bail & Parole – means less control (changing shifts in divisions may mean that officers aren’t aware of offender requirements, whether offender did or didn’t report); needs to be addressed
- training important for officers assigned to unit – currently use external funding for training, concern is that this may be discontinued



- changes anticipated to Sex Offender Registry legislation may have an impact on workload
- work closely with Corrections Canada – good partnership
- **should be a Service priority to educate the public on what police do, what police can and can't do, so that they don't lose confidence in the TPS**

Detective Sergeant Kim Scanlan, Sex Crimes Unit

- **challenge for the unit is managing response to victims – needs to expand to include men, women, and children**
- better response to victims may be provided if the unit addresses all sex crimes (i.e. none handled by divisions) and works closely with community agencies (e.g. child advocacy centre)
- new sexual assault advisory committee is more inclusive – includes agencies, men's groups, ministries
- considering use of social media, pamphlets, etc. to increase awareness of processes – want to improve reporting
- will be doing a customer feedback survey to find ways to improve unit services
- unit now has a sexual assault liaison officer to work with victims – may work in divisions
- **as a priority for the Service – need a better vision relating to technology and use of technology – currently not resourcing it properly or looking far enough ahead**
- there is a lack of trained and dedicated personnel, especially in the tech crimes unit (SCU is the biggest client) – the tech crimes unit is too small for the workload demands placed on it, not able to provide service in a timely manner
- when Service applies for grants, should build in an automatic percentage to fund technology and support
- coming close to losing cases because the needed technical support isn't there

Joe Naccarato, Telecommunications Services

- **the unit's most serious challenge will be transitioning from the current analog radio system to the new digital APCO P25 system in 2013**
- additional support may be required to implement and test the new digital radio infrastructure as we approach 2013; currently in the initiation phase
- the challenge will be the switch over from the current analog system to the new digital system, without interrupted radio communications; both systems may be operating simultaneously for a period of time
- currently don't have enough information on exactly how the transition will occur, or how many additional resources will be required – this will evolve over time as we sign off on a charter, confirm a vendor and begin the planning phase
- the new digital radio infrastructure will be the largest project undertaken by Telecommunications Services unit with the highest level of risk – most severe risk would be the loss of communications (partial or total)
- **from a Service perspective, the most important issue is that sometimes seemingly simple initiatives take too long to complete – need to find ways of improving the level of integration and transparency between functions; need to streamline processes for a smoother hand off of responsibilities from one department to another**
- meeting all the criteria of various TPS departments (e.g. ITS, Purchasing, Legal, etc.) slows down the end result of providing goods to the end user in a timely manner
- the goal should not be to have the best individual department, but to collectively contribute expertise and accountability to provide goods in a timely manner so that officers have the tools they need to provide policing services to the community



- each unit is too focused on meeting their own expectations and we sometimes lose sight of the overall initiative

Eric Kowal, Fleet & Materials Management

- **the most serious challenge facing the unit is that the Ford Crown Victoria (which comprises about 30% and a highly visible portion of the Service's fleet) will be phased out of production at the end of 2011**
- have secured advance funding to order more of the current vehicle to allow time for proper review of what's out there, without the need to rush
- need to review for the best possible replacement (e.g. enough space to adequately accommodate equipment is important consideration)
- if a common vehicle can be found, that would be best – could be used by many different functions, easy to cycle through various functions without major retrofits
- have ordered a few different vehicles for testing purposes
- **a priority for the Service should be replacing fleet vehicles**
- the new type of vehicle selected could have a greater or lesser impact on current practices, procedures (e.g. if not able to fit all current equipment, if not suitable for prisoner transfer, etc.)
- have to find what best suits all or most of our needs

Tapan Sen, Police Liaison (ITS) – Quality Assurance

- **the major challenge facing the unit in the next three years will be resource planning**
- the unit provides services to other units of ITS by testing and qualifying various applications and systems software developed in-house or purchased commercially
- these systems are implemented and used by the Service to carry out day-to-day operations
- applications that are developed, fixed, or enhanced result in demand for QA services; in the near future, are expecting service demands from IRIS, Microsoft exchange, Windows 2007, and MSOffice 2010 – demand for skilled testers will increase
- are currently short of staff as existing staff have moved on to other challenges; vacancies have to be filled by hiring new employees or transferring existing employees from other units – the hiring process can be very time consuming
- once fill the vacant positions, these people still have to be trained
- **crime prevention is the most important issue that the Service should address as a priority – should be addressed through community policing**
- should hire or deploy more officers to do community policing and interact more closely with local communities
- should introduce programs like Block Watch, and provide information to the community through public presentation (radio/tv/Internet) on personal safety, safety for children and teens, safety tips for seniors, and home security,

Detective David Roberts, 51 Division

- **the most significant problem for the next three years is the effect that the illegal drug trade has on the community safety within the division**
- there have been several shootings and homicides related to the sale of illegal drugs, and a considerable portion of divisional property crime is committed by people trying to get money to buy drugs



- in some cases, have been able to show that when certain people are in custody, occurrences for particular offences drop and as soon as they are released from custody, the occurrence totals skyrocket
- our street robberies and assaults more often than not also have some component of the actions of the suspect or the victim involved in, or using illegal drugs
- drugs are a long-standing problem and an entirely new approach will have to be developed to help effectively reduce the risk posed by the crime and violence that follows this type of activity
- the matter is larger than the police can address alone and we need to create a strategy that takes into account all aspects of this issue, perhaps starting with the issue of overall community health – we need to work with other agencies in a meaningful way
- **the most important issue that the Service will have to address in the next three years will be to develop a methodology to measure and evaluate the programs, initiatives, and strategies that we develop and implement to address crime and other issues of concern**
- valuable resources are dedicated to many projects that are both enforcement and community related – must determine whether or not our efforts are achieving the results that we had intended
- proper program evaluation would assist in determining if efforts achieved the desired goals and what can be done to improve the programs to realize maximum benefit; it would also allow the Service to divert resources away from initiatives that can be proven ineffective
- the ability to show that police efforts in particular initiatives can be proven to be either effective or ineffective is invaluable in showing accountability to the community – we must have evidence rather than conjecture or opinion to support our assessments of situations and the decisions that we make

Detective Jamie Clark, Hold Up

- **the most serious challenge the unit faces is an increasing workload – need the tools to be more efficient**
- backing and supporting parliament’s Lawful Access legislation and streamlining databases, as well as adding databases that we can’t currently access, would help investigations to move along faster
- many retail, financial institution, and home invasion robberies involve two or more people, often communicating with a lookout, ‘inside’ person, or getaway driver through text messaging before, during, or immediately after the robbery
- technological information acquired through production orders or search warrants can make the difference between a lengthy trial or a quick resolution
- must be proactive in the approach to technological aspects of criminal investigations – need to be aware of the rapidly changing technological environment
- there is currently no legislative mechanism in Canada that can be used to compel service providers to develop or deploy systems providing interception capability, even if legal authorisation is obtained; the Lawful Access legislation before parliament proposes that all service providers be required to ensure their systems are capable of allowing law enforcement access
- also, there are many databases around the Service that store various pieces of information – this is inefficient and hinders investigative effectiveness; also affecting efficiency is the fact that some external databases that investigators might need to use (e.g. City of Toronto, Ministry of Transportation, etc.), require a third party to get the information – allowing officers direct access would again improve investigative efficiency
- **the most important issue the Service should address as a priority is the loss of experience on the front-line**
- the aging workforce means that the level of experience of front-line officers is slowly decreasing; this lack of experience and knowledge affects how investigations are handled at the start – the first officers on the scene can determine the pace of the investigation for responding investigative units
- the retention of and training of front-line officers much be addressed



Cheryl McNeil, Operational Services

- the Service has made a number of strides in addressing emergency preparedness and improving response capacities over recent years, but still need to invest in resiliency – preventing and mitigating emergencies
- **our most serious challenge and an issue that the Service should address as a stand alone priority should be developing a Service-wide cultural commitment to emergency preparedness** – make it relevant to all units and members, so much so that its principles are applied daily as a regular part of business
- need to ensure TPS resiliency first, so that we can continue to carry out other priorities
- the TPS is critical infrastructure in its own right (safety sector) and as such must take the steps necessary for a co-ordinated approach in protecting Service assets and resources
- according to the 2009 Canadian National Strategy for Critical Infrastructure (CI) – disruptions to CI could result in catastrophic loss of life, adverse economic effects, and significant harm to public confidence; CI owners and operators bear primary responsibility for protecting their assets and services; enhancing the resiliency of CI can be achieved through the appropriate combination of security measures (business continuity practices and emergency management planning)
- potential emergencies could be created by weather, power outages, trouble with aging city infrastructure, communicable disease, etc.
- TPS provides resources to deal with more and more special events that ‘disrupt’ day-to-day policing business, while needing to ensure that we can continue to provide core services
- ensuring resiliency is possible through careful planning and co-ordinating efforts, as well as training and carrying out exercises (requires funding)

Staff Sergeant Brent Swackhamer, 31 Division

- **the single most serious challenge to the unit is the loss of experienced officers to other units and organizationally to other services for a variety of reasons**
- the loss of experienced officers from the division and across the Service is a significant risk – in the absence of experienced officers, junior officers are receiving mentoring from other junior officers
- the absence of experienced officers can result in junior officers being ill-prepared to perform proactive/community policing, gather intelligence and develop sources because they haven’t been taught how by more experienced officers; they also lack the ability to conduct complex investigations for the same reasons – sufficient people and job skills have not been developed yet
- to compensate for the loss of experienced officers, supervisors have to increase the time spent mentoring officers and such can detract from other duties and responsibilities
- this speaks to the need for personnel development – need career mapping, mentoring, career development, and training; must also ensure the expectations of junior officers are realistic; promotion must not be the main motivator
- junior officers must realize that they have to progress through a series of learning experiences, developing their core policing skills before they are ready to move into unit specific and other specialty jobs across the organization
- need to ensure that there is not only a balance of experience in the various sub-units but also on the platoons – specific tenure policies should accomplish this
- also need to keep officers motivated and informed as to what is happening – officers will feel valued and included and not pieces on a chess board – if they feel valued, that their input means something, then we are less likely to lose them
- retaining some of the more experienced officers will support better officers on the street – there will be better development of investigators and better response to crime and social disorder/community needs



- better customer service will result in greater understanding between the police and the community, improved relations with marginalized groups, increased faith in the ability of the police to provide safety
- improved public trust promotes a greater engagement of the community in joint problem solving and increased information being provided to the police for more effective crime and disorder strategies – gaining and maintaining community trust is an ongoing challenge
- a secondary challenge that ties in to gaining the trust and confidence of the community is that of the level of gun and gang violence in the division – the ability to respond to gang and gun violence is contingent upon the people out in the scout cars and their development into competent and capable investigators
- **from a Service perspective, the most important issues that the Service should continue to address as a priority are, internally, retention and promotion and, externally, crimes against seniors**
- retention issues for the Service are the same as noted previously for the division
- with regard to promotion, must ensure that the best and most experienced officers are promoted to the supervisory level – promotions must be based on merit, ability, policing experience, and the promotional system must be transparent
- competencies, experiences, training and mandatory requirements to perform each job must be clearly laid out; each position should have a clearly defined position description along with the rated requirements, core competencies, core skills, and mandatory training and work experiences
- issues with the elderly that the Service needs to address include elder abuse, identity theft, frauds, traffic safety, and missing persons

Detective Dean Tapp, Intelligence *(written submission)*

- **the most serious challenge that the unit will face in the coming years is succession planning as a result of sole source expertise**
- the skills involved in much of intelligence work require a level of expertise that is both highly technical and ever-evolving – much of the expertise involves training that can often take months or years to complete
- due to the fact that the expertise is often in the hands of only a few, succession planning will continue to be a challenge; in some cases, very inexperienced police officers are the only qualified candidates for technical roles because they have the most current skills, having obtained those prior to their policing career
- younger inexperienced officers who take on the technical roles, may be at a disadvantage for promotion because they have little front line and/or divisional experience
- in other cases, there may be little time to develop the skills of an interested ‘seasoned’ candidate before the incumbent leaves due to promotion, retirement, etc.
- as technology moves forward, case loads increase, and retirements continue, there will a greater demand for technically skilled officers to fill vacant roles – filling those roles with qualified candidates will be a serious challenge in the coming years
- **from a Service perspective the most important issue that should be addressed as a priority is targeting violence, organized crime, drugs, and gangs**
- targeting violence within the city requires analysis, enforcement, and community engagement
- strategies such as the Toronto-specific Threat Assessment will continue to be important to identifying organized crime groups, their links to violence, firearms, drugs, and other illegal activity that affect enforcement, and the safety and perceptions of the community
- analysis, the sharing of information, and continuing liaison/communication with external and internal partners will enhance enforcement and existing partnerships



- beyond addressing the socioeconomic pathways to illegal activity, enforcement will always be of vital importance to any strategy dealing with reducing crime and increasing the community perception of safety
- the Intelligence Division plays a vital support role for units throughout the city that target violence, organized crime, drugs, gangs, etc. and the technical expertise within the unit plays a vital role in investigations throughout the city and beyond
- community engagement is also important as units such as Crime Stoppers and the Hate Crime Section enhance the confidence of the community in reporting information, while other units within Intelligence enhance the safety of community members more directly



INTERNAL CONSULTATION – SENIOR OFFICERS JANUARY 10TH, 2011

Inspector Peter Yuen, Professional Standards Investigative Unit

- **the most serious challenge to the unit in coming years is the anticipated increase in public complaints as a result of Bill 103 and the creation of the Office of the Independent Police Review Director (OIPRD)**
- in jurisdictions with a similar complaint system, complaints rose by as much as 40% annually
- the new complaint system now considers third party complaints and complaints over six months old
- is also a growing trend in Human Rights complaints against officers and the Service
- the Service will need to maintain a professional and collaborative relation with the OIPRD
- meeting the various deadlines and expectations of the OIPRD with the expected increase of external complaints will be a challenge – current resources at Professional Standards may not be sufficient to meet the growing demands; Unit Complaint Co-ordinators (UCCs) in the field will likely be tasked with more external complaints, increasing their workload
- Professional Standards will be required to provide more training to divisional UCCs on current changes and OIPRD directed investigations; Professional Standards will also be required to provide additional training on the investigation of Human Rights complaints
- **the Service needs to address customer service as a priority**
- incivility complaints continue to represent approximately 30% of all external complaints – this number is expected to grow with the OIPRD now administering public complaints
- a recent study by Executive Command indicated that officers with 7 years of experience or fewer represented about 53% of all incivility complaints; uniform patrol received over 85% of all complaints
- as the level of experience continues to decrease with the addition of many new recruits in recent years, this trend will continue
- as part of its 3 year Strategic Plan, Executive Command has commissioned a creation of a Customer Service Strategy – the TPS should build on this and implement it Service-wide

Staff Inspector Liz Byrnes, Sex Crimes Unit

- **the greatest challenge facing the Sex Crimes Unit is maintaining the capacity to respond to investigations as expected by the community and the Service** – due to staffing turnover, there is constant movement and staffing changes within all sections of the unit
- with multiple promotional processes undertaken to maintain supervisor levels within the divisions, the unit is constantly depleted of qualified constables due to promotion
- since the unit draws from the divisions, which are experiencing the same challenge, the issue is compounded by the difficulty in locating qualified, experienced divisional investigators
- seniority and years of experience have declined significantly within the unit over the past 3 years – continuity of knowledge and limited training budgets create gaps, which create risks to the unit and therefore the Service
- to compensate for this, the unit attempts to offer training opportunities to divisional personnel – working short term assignments within the unit allows prospective candidates to learn and allows managers to observe the officer's performance
- while officers assigned to the unit demonstrate commitment to their work and investigations, there is a sense that this unit provides opportunities for advancement – as a result, there seems to be less commitment to the unit for the 'long-haul', with some exceptions when officers are exposed to opportunities not available to other sections



- **the Service's challenge is to keep pace with changing trends, particularly in the area of technology, shifting resources and staffing, and trends in expectations from the public**
- with the changing workforce, there seems to be an expectation or sense of entitlement – this is evident in a sometimes unreasonable expectation on the part of some newer officers that opportunities will automatically present themselves and a sense of disappointment if that does not occur
- need to recognize and manage these expectations – the Service needs to adapt and change more rapidly; if the TPS is hiring different types of people, people with different attitudes and expectations, processes need to change so that we can make the best use possible of them
- for example, promotional systems and evaluations have not significantly changed in 25 years and may not have kept pace with the changes in employee expectations of the employer
- another trend cannot be overlooked and that will continue into the future is that it is more common than not that an investigation today includes investigative steps requiring some technological intervention
- cellular phones, text messaging, digital video evidence, GPS in vehicles or computer examination all require specific training to secure the evidence – that is, they require the intervention of Tech Crimes members
- in the absence of alternative means to secure this evidence (e.g. broad training of SOCO or other officers for the less technical seizures), investigations will be hampered

Superintendent Chris White, 31 Division

- **the main challenge facing the unit is sustainability of policing – retention and hiring to replace**
- officers are inexperienced but there's still a climate of entitlement – they feel they should be able to move forward, be detectives after only a couple of years as police officers
- career planning and qualified people in training positions are needed
- also a challenge to find a balance between neighbourhood policing, special events policing, and over-policing
- **a priority for the Service should be to clarify the role of the police service – has blurred and expectations of agencies and taxpayers are wide-ranging**
- also of issue for the Service are court decisions and changes to legislation that have administrative impacts
- final issue is labour relations and the need for employee management

Staff Inspector Kim Yeandle, Operational Systems Support Group

- **the number one challenge for OSSG over the next three years is successful organizational transformation**
- the IRIS project will bring about wholesale change within the organization (culture, work habits, etc.) – not just plugging in a new records management system, the complexity of the change is substantial
- will involve review of business processes, technical integration; have timeline and budget pressures
- need stakeholder consultation, input, and buy-in; need timely and appropriate communication
- have resource demands in configuration sessions and training
- need to ensure project is transparent and can be audited
- **from a Service perspective, the Service needs to focus on managing our business intelligence**
- business intelligence gives us an accurate view of where we've been, where we are, and where we will be – it is the proactive use of information that means the difference between reacting to problems and anticipating opportunities
- next to people, business intelligence is our biggest resource



- need to ensure the integration of knowledge management and business intelligence; business intelligence should promote and enhance knowledge
- a Chief Information Officer position should be created in the TPS

Inspector Gerry Cashman, Professional Standards Risk Management Unit (Duty Operations)

- **most serious challenge for Duty Operations is staffing**
- there are only 5 duty inspectors at any one time, and 3 working under optimal conditions; are assigned according to the needs of the Service, and positions are backfilled from the list of those on the promotion list – much movement of staff
- with changes in duty inspectors and staff sergeants, there are often new rules, shift changes, new ways of doing business – transient nature creates situation where there's no real ownership of issues or sense of team for the permanently assigned PCs and civilian staff
- administration of Duty Operations would be better served and more consistent with the permanent assignment of an inspector to oversee the unit, the duty inspectors, and the day-to-day operations
- Duty Operations would also be better served with one more duty inspector assigned to the rotation during the peak time of 2100 to 0500 hours – overlap would allow for a smoother transition between shifts, less overtime for the on duty inspector, and fewer on call situations; would also alleviate need for 12 hour shifts when one duty inspector is on course, leave, or taking time off
- differing shift lengths result in confusion and errors in TRMS – this situation would also be improved by the addition of one more duty inspector
- annual leave selection is also problematic for Duty Operations staff
- finally, there are only 3 civilian operators for 5 platoons – they are generally used for busiest times (day and afternoon relief); sometimes they are also relied on to backfill when the staff sergeant and PC are on overlapping leave or have been granted time off; 5 civilian operators would assist with day-to-day operations
- **most important issue facing the Service in coming years is customer service and maintaining public trust and confidence**
- must develop a media campaign to ensure that the public has accurate information about Service activities and investigations – need to show commitment to transparency
- the public needs to be aware that officer misconduct investigations are done properly and in accordance with the *Police Services Act*
- we need to market the great work and positive accomplishments of the Service
- there are also staffing issues for the Service – many officers have less than 5 years experience, but have a high level of expectation, that will not be realized, for promotion and career opportunities
- the lack of experience may also erode public confidence in police – may appear like poor customer service or a lack of professionalism rather than a lack of training and experience
- need to stress to young officers the need for good customer service; success or failure in this area should be part of evaluation and promotional processes
- need to encourage young officers to develop their careers not by focusing on advancement but on becoming more involved in the communities they serve

Inspector Richard Hegedus, Professional Standards Risk Management Unit (Prosecutions)

- **the challenge facing the Risk Management unit is ensuring Service members conduct themselves in an ethical manner and make wise choices to protect themselves, the public, and the Service**
- member conduct affects organizational liability, credibility, and the public trust



- must be proactive to ensure public confidence in the TPS – need to ensure we provide continuing internal support for members, continuing education on the risks of unethical behaviour, and ensure public confidence in our internal investigations
- the majority of criminal charges laid against members fall into two main categories: operating a motor vehicle after consuming alcohol and domestic violence (alcohol is also often a factor in this second group of offences) – these offences are avoidable
- one of the unit challenges is identifying how to prevent our members from engaging in conduct that leads to criminal charges – we deal with them appropriately after the fact, but need to intervene sooner; once they are charged, the damage is done to the member, any victim, the reputation of the service, and the public trust
- therefore, of prime importance is early identification, intervention, and support provided to our members in order to prevent these offences
- it is the responsibility of all members, especially supervisors, to be aware of possible indicators of risk such as inappropriate alcohol consumption, a willingness to operate a motor vehicle after having consumed alcohol, or signs of stress which may indicate a deteriorating domestic relationship
- members, especially supervisors, must be willing to have the difficult conversations with those they feel may be involved in behaviour that could cause harm to themselves or the Service
- **from a Service perspective, the most important issue to be addressed as a priority is providing assistance to vulnerable, at risk populations/persons (including women, children, elderly, homeless persons especially youth, emotionally disturbed persons, minority populations, persons with disabilities, and newcomers to Canada)**
- these groups are often dependant on others for assistance – leaves them open to abuse; need to focus efforts on prevention of offences against them
- public opinion and attitudes must be changed to reduce the amount of victimization – it must be completely socially unacceptable to create victims; there, instead, should be an atmosphere of assistance to those who are vulnerable

Ann-Marie Henry, Manager, Compensation & Benefits

- **the challenge for the unit is to provide better customer service** – need to get back to members, keep them informed about their benefits, etc.
- focus on three areas – communications (deal with our public, provide information, learn what units require), technology (have a lot of manual processes – need to look at using systems more effectively to provide better service), and environment (need to work to address Service needs – an organizational focus)
- **a challenge for the Service (and for the unit) is self-servicing** – we’re behind on this (e.g. still recruiting using paper applications – need an e- or on-line recruitment process)
- will be moving to members able to access pay statements, benefits, etc. on-line, through kiosks, etc. – need the Service’s support of the technology

Michael Ellis, Manager, Facilities Management

- **a major challenge for the unit and the Service will be to review and change management control of TPS buildings**
- currently controlled by city – Service has little control over what goes on in our buildings (systems aren’t maintained, buildings aren’t serviced adequately); state-of-good-repair budget is with the city, not the Service
- need to change the landlord-tenant relationship with the city



- there is also a lack of records kept by the city – can affect Occupational Health and Safety issues (e.g. don't record when last air quality test done, when high-voltage testing done, etc.)
- bureaucracy at the city complicates the ability to make changes
- the city hasn't made our buildings accessible (as accommodation legislation requires) – employer is held responsible though
- funding and resourcing for the unit is an issue as well – not adequate – there is a backlog of work needing to be done; unit must review processes for efficiency as well

Sandra Califaretti, Manager, Financial Management

- **single most significant challenge facing Financial Management in the next three years is implementing the Canada Revenue Agency (CRA) requirements for paid duties**
- CRA requires source deductions from officer paid duty earnings and requires that all paid duties now be reported on a T4 separate from regular earnings
- to properly implement this, a change in culture and the way we do business must change
- the CRA reporting requirement change was made back to 2007, but the decentralized process for paid duty data entry is causing problems for officers in that accurate and complete reporting is a challenge
- the source deduction requirement is a significant challenge as the Service does not currently pay officers – they are paid, in most cases, directly by the client
- with the amalgamation of the Central Paid Duty Office and Financial Management, the ability to better manage the front and back ends now exists
- better customer service (to both paid duty clients and officers) can be offered with improvements to the distribution process, systems, and collections
- **the most important issue that the Service should address as a priority is the need for process improvements in administrative process in order to better serve customers**
- FMT is an administrative unit responsible for supporting the front line, allowing them to better serve their customers, the public – the administrative processes that FMT uses span across various disciplines within the organization
- as we are all being asked to do more with less and get the best 'bang for our buck', our ability to provide continuing excellence in customer service is being affected
- in addition, there is continuing pressure from the Auditor General, Quality Assurance, and external auditors to put better systems of internal control in place
- as a result, administrative teams in both corporate and operational units must work together to streamline processes and generate efficiencies without compromising controls and quality

Wendy Ryzek, Analyst, presenting for EFAP, Employee Records, and Psychological Services

EFAP:

- **the most serious challenge facing the unit is to develop criteria that will enable us to recruit suitable candidates for our peer support/critical incident response team (CIRT)**
- without specific criteria or proper screening mechanisms in place, there is no way to evaluate suitability of volunteers or to address issues that might arise on a situational basis and that might affect volunteer effectiveness in the role, even if only on a temporary basis
- development of specific criteria, appropriate screening mechanisms, and training programs will assist in recruiting the best and most effective peer support/CIRT team, and in ensuring their ongoing capability



- **from a Service perspective, the issue that should be addressed as a priority is the development and implementation of the Revised Procedure 08-04 entitled Members Involved in a Critical Incident**
- there are significant benefits to the Service and its members in having a detailed process in place to ensure that all members involved in a critical incident have consistent, immediate and in some instances, mandatory access to support
- examples of the benefits include fewer members suffering from PTSD, reduced WSIB claims, reduced absenteeism, reduced liability due to grievance and Human Rights related complaints, and a healthier workplace focusing on the wellness of members

Employee Records:

- **the single most serious challenge for the unit will be the volume of workload due to the potential retirements**
- due to the increased hiring in the 1970s, a large number of members have been eligible for retirement in the past several years; despite eligibility, many have not in fact retired, resulting in increased numbers eligible to retire in each successive year
- at some point, likely in the next 2 to 3 years, the numbers will catch up, with a potential domino effect in the area of succession planning, including new hires, promotions, reclassifications, confirmation of sergeants' rank, and performance appraisals
- there are multiple steps involved in each of these processes and the potential dramatic increase in the volume of work will impose significant demands on staff in Employee Records; additional funds may be required to assist the unit in meeting demands for services
- **given the potential for significant retirements over the next 3 years, the Service must have a solid succession planning model in place to counteract the enormous loss of knowledge and experience the Service will suffer**
- recruiting strategies and training initiatives must be a major priority since we are moving toward the majority of our front-line people being relatively junior in experience and seniority

Psychological Services:

- **the most serious challenge for the unit will be meeting demands for service related to the Psychological Wellness program**
- Psychological Services introduced the Psychological Wellness program in 2007 to support officers whose work was recognized to place them at high risk for adverse psychological consequences, with a focus on enhancing officers' capacity to deal with the demands of the job
- beginning initially as a pilot program involving officers from the Child Exploitation (Sex Crimes) and the Technological Crime (Intelligence) Sections, the Wellness program is now much in demand – it has expanded to include FIS, ETF, undercover, and undercover members of the Drug Squad, as well as returning reservists and police officers seconded to Afghanistan
- further planned expansion includes civilian Communication operators, and other areas of the Service have expressed an interest in participating in the program
- in conjunction with other responsibilities and requests for service, the continued expansion of the Psychological Wellness program will impose significant demands on staffing within Psychological Services and may require the hiring of a third psychologist sometime over the next three years
- **for the Service, the most important issue to address in the short term is re-establishing community trust and relationships in the aftermath of G20 by focus on community policing and promotion of positive community-based initiatives**
- in the longer term, a Service priority should be to support officers as they work to keep the community safe through continued support and expansion of Wellness initiatives that promote both physical and psychological health, and that enhance officers' capacities to manage the significant stressors and complexities inherent in their roles



Inspector Randy Franks, Organized Crime Enforcement

- **the Service should continue to have as a priority ‘Targeting Violence, Organized Crime, and Gangs’**
- while other crimes are seeing a reduction in Toronto, gun crime is on the rise – in recent months, firearm related incidents throughout the city have become a regular occurrence
- these crimes of violence perpetuated by organized crime groups and street gangs continue to lessen the quality of life for residents in neighbourhoods and communities throughout the city
- the Intelligence Division Threat Assessment has identified the top criminal organizations for targeted enforcement actions – it is through targeted enforcement efforts directed toward these groups that the Service will focus on the individuals and groups responsible for crimes of violence in the city
- **the major challenge for the unit in coming years will be ensuring officers receive training to develop the skill sets they need to be considered expert witnesses**
- specialized training is essential to members working in the unit – members generally require some level of training just to become proficient with the investigations being conducted in the individual sub-units of Organized Crime Enforcement
- it is only through time, experience, and continued training opportunities that members can become ‘subject matter experts’ in each of the specialized areas, and used as such throughout the judicial process supporting the charges being brought before the courts
- becoming recognized by the courts as an expert witness is a long process that requires the total commitment of the officer
- ‘subject matter experts’ must continually build their resumes, which requires extensive and ongoing attendance at courses, seminars, lectures, and court appearances – this undertaking comes with a cost, not only in terms of money, but also as it relates to time and human resource management
- using ‘subject matter experts’ as expert witnesses in court trials can reduce court trial time, result in positive case law, and ultimately result in convictions with appropriate sentences imposed
- the challenge for OCE is to find the resources to ensure that we continue to establish and maintain ‘subject matter experts’ in each of the specialized sub-units; directly related to this is the ongoing challenge of recruiting experienced officers to develop these skill sets
- the Service should consider funding for ‘subject matter experts’ from a central pool of premium pay money so that when an officer is promoted or transferred from his area, the expertise can be continued to be used without placing a financial burden on the officer’s new unit

Paul Gross, Manager, Information Systems Services

- **the biggest challenge for the unit is staffing, given the rapid pace of change in technology, the increasing complexity of the technical environment, and the increasing number of business applications requiring support**
- the unit has had no increases in staff even though the number of business applications supported has increased significantly
- this has resulted in increased stress level and workload for members, as well as an increased need for training to stay current
- the lack of resources/staff means that some critical business applications are not being adequately supported
- in addition, about one-quarter of the staff will be eligible for retirement in the near future; this situation will be exacerbated by the fact that the process to fill vacancies takes far too long (internally about 17 weeks, about 30 weeks if go external) – identify people but find out they’re no longer available because they have accepted other positions while waiting for offers



- **for the Service, a priority should be to recognize IT as a critical enabler in achieving Service goals**
- need to align IT with industry standards and deal with hiring issues

Jerome Walker, Manager, Infrastructure & Operations Support Services

- **the challenge that the unit is facing, and has faced since 2000, is dealing with the accelerated rate of technological change on the Service with no change in staffing level**
- the result of this fast-moving change is that the server environment has grown by about 600%, the database environment has grown by about 900%, user account requests have grown by about 400%, and change requests have grown by about 140%
- since 2004, the TPS central storage environment has grown from 2TB to 350TB, and with the introduction of new technologies and a second live site, the environment has become more diversified and complex
- requirement for resources will increase as additional innovative solutions are brought on-line for users
- however, there has been no change to unit establishment in the past decade, and although the unit continues to look for efficiencies, staff often have to work overtime to meet critical deadlines
- to ensure that delivery of user services is not comprised, infrastructure maintenance has received less attention than it requires
- as the IT environment continues to grow and become more complex, it will be increasingly difficult to maintain service levels with the current staffing establishment
- **an important issue for the Service to address as a priority is the continuing maintenance and service delivery of IT infrastructure**
- to continue to provide IT services effectively and efficiently, the Service should invest time in creating a requirements-based civilian HR model to handle the identification and hiring of civilian personnel – would determine future civilian workforce requirements
- objectives of model would be – to forecast resource and skill set requirements, to provide a mechanism for hiring additional personnel as needed, to align resource requirements to Service objectives, and to refresh the hiring approval and budget processes
- model should consider business objectives, strategies, anticipated changes to the work environment, required skills, and changed to number of personnel

Inspector Len Faul, Traffic Services

- **biggest challenge for the unit will be dealing with human resource issues**
- anticipate losing about 20% of the unit to retirements over the next three years – will be a massive drain on experience and knowledge
- takes a long time (5 to 7 years) to become a ‘subject matter expert’ in a number of TSV critical positions – don’t have the younger people in place to move into these spots when the current people retire
- use of drugs rather than alcohol in becoming more prevalent in impaired driving charges – while TSV co-ordinates the DRE program, training is no longer paid for by the RCMP; the unit is currently at about 60% capacity and some of these officers will be leaving – again facing a knowledge drain and a need for replacement
- there is a lack of push from the Command for officers who go through the divisional traffic units to then come to TSV (people don’t want to leave their divisions) – perhaps if people were paid for their skills rather than for their rank, this would change
- need a mentoring program and to use transfers to train the next generation of officers



- **a priority at the Service level should be to work with the city on a holistic approach to traffic safety and vehicular flow – need co-ordination to address congestion and other issues**
- need to continue to address pedestrian and cyclist safety
- need a higher profile on all forms of transit; the Transit Unit is doing an exceptional job
- need to focus more on impaired and distracted driving

Crisalida White, Manager, Employment Unit

- **the major challenge for the unit is diversity outreach and hiring**
- cultural barriers may mean that policing is not seen as a favourable career
- language barriers are also a difficulty – employee references may be good, but their language ability may not be acceptable – have to defer hiring or refer to different areas
- the policing job market is competitive and agencies don't share well with each other
- need resources and time to improve ability to work closely with communities – need to be able to use social media for outreach to diverse communities and need to improve working relationships with partners
- **for the Service, a priority should be to maintain adequate staffing levels and to allow more strategic deployment to address goals**
- workforce supply is only projected to increase slightly, if at all, especially with competition and increasing retirements
- budget constraints usually result in decreased hiring and a review of deployment – need to prevent shortfalls that will have an impact on delivery of service

Clay Beers, Manager, Telecommunications Services

- **main challenge for the unit in the next three years will be having to deal with the state of good repair of Service networks while trying to fill the vacancies that will arise from staff retirements**
- many of the TPS networks are about 25 years old – are obsolete and not able to handle service requirements
- many staff are older, will be eligible for retirement in the near future; also have current vacancies that have not been filled
- service demands have increased, but staffing has not – expect demands to continue to increase – will have to change expectations about what the unit can reasonably do/provide
- training is another issue – training budget has been cut, but need people trained on new processes, systems (this is especially critical when no one knows the new technology)
- the next three years will be critical because need to change systems while they are still active, to have minimal impact with changeover

Staff Inspector Mark Saunders, Homicide

- **the major challenge for the unit is dealing with succession planning and career development**
- dealing with investigations takes time to learn and people become very specialized – the issue then is do they stay with the unit or go for promotion and leave?
- another issue is that homicide investigations need witnesses willing to talk – other officers talk to these people first and those first contact interactions strongly affect how willing people are to talk to homicide investigators later (talk not through Crime Stoppers, but actually willing to testify)



- **for the Service, the main issue is the need to be more involved in neighbourhoods and developing relationships**
- the TPS needs to promote itself better – we need to tell people what we’re doing
- also have to make sure we’re reaching the appropriate audience – talking to the people we need/want to be talking to (e.g. who are ‘high risk’ youth? what criteria are we using to define ‘high risk’? – if we don’t know that, we won’t know who we should be trying to reach)

Jacqueline Thompson, Assistant Manager, Occupational Health & Safety

- **the unit’s single biggest challenge is managing lost time or disability management for non-occupational and occupational illnesses and injury in a timely and effective manner**
- the management of lost time/disability management is becoming increasingly challenging for the following reasons:
 - aging workforce
 - better educated staff results in a more informed workforce with respect to ‘rights’ and knowledge of the workplace responsibilities subsequently increasing demands (e.g. increased reporting of workplace injuries)
 - the obligations placed on employers have increased with new legislation (e.g. Bill 168 Workplace Violence and Harassment)
 - an increased workforce compared to the number of OHS staff
- returning police officers and civilian members to their duties is commonly a reactive rather than proactive process – members unable to work due to illness or injury means lost hours and subsequently a loss of productivity throughout the organization
- in 2009, the Service lost an average of 8.2 days/person/year (45,600 days/year in total) for uniform and 9.9 days/person/year (23,096 days/year in total) for civilians due to illness or injury – this translates into increased workload for other staff leading to decreased morale and increasing the potential of injury or illness for the remaining ‘healthy staff’
- prevention of illness or injury thus becomes the single greatest priority from a Service perspective; **from a Service perspective the most important issue that should be addressed as a priority is ‘prevention’**
- training and education is the most important tool to facilitate prevention – knowledgeable staffs with expertise in health and safety are required to meet the unique circumstances of working in a policing environment
- training and educational initiatives should concentrate on:
 - definitive information for **all** members on workplace safety, the rights and obligations of the employer and the member, and a reference guide to Service Procedures
 - ergonomic assessment of equipment and clothing as well as work stations/work environments as required
 - inclusion of Occupational Health and Safety staff on the Service’s Clothing and Equipment Committee
 - Workplace Safety and Insurance training, including reporting of injuries/illness, return to work process, and accommodation
 - short term and long term illness/injury process
 - availability of resources to members (e.g. EFAP, Compensation & Benefits)
 - co-ordination and co-operation between the Wellness section at the Toronto Police College and the staff of Occupational Health and Safety
- the Service must value its human resources and be seen to prioritize workplace safety, wellness, and the early return to work of members who are injured or ill



- the management of lost time needs the commitment of adequate financial, human, and equipment resources to ensure the effective, efficient, and economical management of lost time issues within Service

Inspector Sandra Richardson, Staff Planning

- **major challenge for the unit is the movement of officers into units without any training or the appropriate skills (especially as related to technology)**
- need to review how business is done, how people are moved
- **for the Service, a major challenge will be succession plan – need to develop a skills inventory of all members**
- access to such an inventory is critical for the Service, but also has technology implications – use a lot of manual systems and processes that aren't necessarily effective or efficient
- IT/technology is an extremely important issue for the Service – creation of a CIO position might help
- need more tech people integrated into other units to support day-to-day business operations (although recognize that this has staffing and cost implications)
- our technology also affects our ability to share information, communicate with other police services and law enforcement agencies (particularly related to intelligence sharing)

Staff Inspector Bill Neadles, Public Safety & Emergency Management

- **main challenge for the Emergency Management section is supporting the emergency management activities of the front-line divisions – need to enhance the skills, knowledge, and ability of officers**
- **main challenge for the Public Safety section will be reviewing and evaluating the selection, training, and recruitment processes**
- work in partnerships with other emergency services and specific communities (e.g. business community, hospital community, etc.) – difficult to get all the required players to the table
- to provide good support to divisions, need experience and training, both of which take time – succession planning is essential
- irony of all Operational Services units is that they are there to support the front-line divisions, but when they need staff, the staff comes from the front-line divisions
- **the current emergency management goal should continue as a priority for the Service – emergency management is an issue in all sectors these days**
- operational deployment, training (much of which can't be supplied by or isn't supported by the College), and strategic planning – all three areas have implications for each other
- also an IT component – trying to integrate internally with all partners; would like to make information available through the mobile workstations and co-ordinate business continuity plans

Superintendent Ruth White, 14 Division

- **the major challenge for the unit is staffing**
- people are being moved from the PRU and CRU to fill other requirements in the division (e.g. bail compliance unit, special events, etc.) – huge drain on front-line
- other challenge related to staffing is that those who are recruited now are older, better educated, which brings new difficulties – can have sense of entitlement due to other experience, feel they should be quickly promoted, not have to work in front-line primary response



- **the major challenge for the Service is dealing with violence (especially the use of guns) and youth**
- youth seem to have lost concepts of consequences for actions, of appropriate behaviour, of respect for others
- drugs fuel much violence, crime
- those young people who are involved in our programs are the ones who want to work with police, not the kids who don't – how do we reach these other kids?

Superintendent Kimberley Greenwood, Toronto Police College

- **most serious challenges the unit will face over the next three years relate to staffing and resources**
- given a high number of anticipated retirements and a temporary freeze on hiring, it is expected that the College will be challenged to address the needs of inordinately large recruit intakes following the period of reduced hiring
- the large number of recruits will also contribute to the already recognized concern about an increasingly junior Service
- the College's goal is to be a world leader in police training – hope to accomplish this by maintaining and expanding on strong relationships with other police training partners, such as the Ontario Police College and the Canadian Police College
- the Service is always faced with the scrutiny of external entities (e.g. Coroner's inquests, Human Rights Tribunals, criminal and civil courts, etc.) – the challenge is to keep aware of emerging issues and maintain the ability to respond quickly and comprehensively to the training ramifications of these issues
- will strive to remain current with emerging technologies and the opportunities they provide for training innovation and efficiency (e.g. e-learning)
- recognize the need to overcome various challenges in the pursuit of higher learning opportunities for Service members – important partnerships with institutions like Guelph-Humber or Brock challenge our resources in terms of budgeting and the demands for officer time
- **from a Service perspective, one of the most important challenges continues to be addressing community safety through a focus on a highly visible, highly trained uniform presence in our diverse neighbourhoods**
- the Service must also address the way in data is maintained, stored, and created – with growing IT complexity and the need to have accurate data shared across a variety of software platforms, information must be highly secure and yet available for practical use by our members
- maintaining the public trust must visibly be a priority for the Service – be open and communicate with the community, including detractors; must continue, particularly in the aftermath of challenges like the G20, to reinforce a message of mutual trust with the community



INTERNAL CONSULTATION – CORPORATE SERVICES, EXECUTIVE COMMAND JANUARY 19TH, 2011

Dana Styra, Manager, Audit & Quality Assurance

- **the most serious challenge facing the unit is providing an independent assessment on governance, risk management, and control processes of the Service related to IT management, control, and security**
- to do this, need a broad range of skills particularly related to IT management, control, and security – the budget uncertainty will make it difficult to find experienced IT auditors and training existing unit members on IT auditing
- given the current budget environment, it is even more important that the ability to audit appropriately is supported
- **the most important issue that the Service should address as a priority is to develop governance to deal with security on Service IT systems**
- the distinction needs to be made between IT services and IT security needs
- how does the mandate of the Information Security section deal with the issue of external threats?
- need to test the integrity/security of TPS systems, test our firewalls; tend to take our security for granted
- Service should look into the possibility of providing encrypted flash drives – people copy files to take home to work on, what if they lose the flash drive?
- budget is also a priority for the Service – with budget pressures need more focus on priority-setting; is there enough information to make decisions and is there a systematic approach to set priorities for spending?
- also a problem that the Service's Priorities in the Business Plan are not tied to budget and what we do – there is a divide between what the Board wants us to do and what the Service sees as a priority

Rita Vigna, Assistant Manager, Records Management Services

- **the major challenge for the unit is that stakeholder issues are not being taken into account when decisions are made (e.g. the new records management system (RMS) in particular)**
- there is a disconnect in the organization – between front-line and administration/support, between the Command and the Board, and between work groups and stakeholders
- the new RMS will be a major challenge – what Records does has a major impact on field operations, and the new RMS will have a direct impact on officers; have concerns regarding timeliness of entries, staffing impact, etc.
- it is frustrating that major stakeholder concerns are not being addressed and the result will be that things will fall apart – officers won't be able to do their jobs safely if we can't get the information they need to them when they need it
- potential risk/liability issues
- the Service must ensure that corporate projects are managed so that stakeholder concerns are taken into account and addressed
- must use the best information available to make decisions given budget constraints; also need an accountability process
- **the main issue that the Service should address as a priority is cyber-crime; technology is advancing, and as it does, cyber crime also advances and becomes more complex**
- the Service response to cyber-crime is currently disjointed, not comprehensive



Brenda Radix, Manager, Property & Evidence Management Unit (PEMU)

- **the major challenge facing Property is the relocation of the unit**
- must ensure business continuity while also dealing with the logistics challenges of the move itself; have learned from the previous move, so the challenges won't be the same as before
- there are problems from a planning perspective in that there are now competing interests in the one building (instead of a dedicated building for property, now bringing in units like Parking Enforcement East) – this shift means that we have lost the ability to make any new additions specifically to meet the needs of PEMU
- with the implementation of the new RMS, the property-specific data system (PEMS) will be lost – the Property Unit will no longer have front-end responsibility for property management, only back-end; property management will still be the unit's main responsibility
- since officers will be entering data directly, data quality control/integrity issues are a potential concern (also creates more work for the field) – PEMU may have to become far more involved in quality control
- however, if the PEMU clerks take on more responsibility for quality control, these job changes will have to be reflected in changes to job classifications – this could have a budgetary impact
- since officers will be doing the data entry, there shouldn't be major learning curve issues for Property staff, although all Property staff will need to be trained on the new system (difficult to know how this will affect the unit until the quality of the training supplied is known)
- **for the Service, the main issue will be budget**
- with budget constraints, critical infrastructure difficulties may not be addressed, and hiring, training, and recruitment will all be affected

Donald Bevers, Manager, Corporate Planning

- **the most serious challenge the unit will face in the next three years is addressing work demands**
- the unit has seen a steady increase in work demands in recent years, and this trend is expected to increase – there has not, however, been an increase in staffing to address these demands and the extra work has been taken on by existing staff
- in addition to regular projects, analyst time is also taken up by projects for other units and by participation on Service committees (which also usually generate further workload by requiring recommendations to be operationalized in Service governance)
- employee wellness may become an issue
- while a reorganization and revised mandate were approved by Command in December 2010, the additional staffing identified as required to implement the changes was not received; meeting the demands of the new structure and responsibilities will be difficult, and perhaps not possible, with existing personnel
- **the most important issue that the Service should address as a priority is public confidence**
- fallout from the G20 has been significant and there have been numerous negative articles in the media about police operations, including articles alleging police brutality and poor treatment of prisoners, infringement on basic rights and freedoms, etc.
- this type of media exposure can affect public opinion – given the upcoming Central Field Drug Squad trial, as well as upcoming *Police Service Act* tribunals, the Service must ensure that its commitment to the community is clear
- public trust is essential for effective policing



INTERNAL CONSULTATION – EXECUTIVE MANAGEMENT TEAM JANUARY 24TH, 2011

Staff Superintendent Tony Corrie, Central Field

- **the main issue in Divisional Policing Command will be the capacity to respond to public demand with diminished resources**
- demands are increasing, but there will be fewer officers
- will need to review what services are being provided – do they all need to be continued?
- will need to educate the community about using other city services, resources
- will have to use resources smarter, address any inefficient use of resources (e.g. attend urgent calls but perhaps not all lower priority ones)
- special events in the city draw many police resources and put a strain on the front-line – essentially we do no community policing in the summer months, but end up having full staffing in the winter months when it's quieter – need to support the Community Response officers who are pulled in too many different directions in the summer
- have concerns about the 'promises' made to recent hires relating to promotion and the ability to move to specialized units – officers will become frustrated and demoralized if there's no movement due to a hiring freeze
- officer morale has an impact on customer service and the quality of service
- the Service can't keep creating new units to solve problems – create new strategies, not new units – activities need to be carried out but they don't need to be carried out by a special group or groups; when new units/groups are formed, officers are taken away from the front-line
- **a Service priority needs to be that officers are put where they are needed – they are needed on the front-line and their time needs to be used productively**
- need fewer officers in administrative positions (in centralized units and in the divisions) and more officers on the front-lines

Angelo Cristofaro, Director, Finance & Administration

- **challenge for F&A units will be staffing**
- have requirements that have to be fulfilled (e.g. legislative, contractual, audit recommendations, etc.), but already having difficulty keeping up – some things are not getting done, since we don't have the staff to do them and are not getting more staff (e.g. meeting facilities needs, fleet needs)
- determining the level of staffing needed to handle the workload expected is an issue
- question is whether we can find enough efficiencies to accommodate requirements or will things have to not get done
- **the biggest challenge for the Service is going to be determining the number of officers and civilians required to do what must be done**
- if these numbers are known, everyone can then understand the basis for budgetary and operational decisions and decisions can be made rationally

Staff Superintendent Richard Gauthier, Detective Services

- **biggest challenges for detective units will be staffing related – both experience level and a decrease in staff numbers as people retire and are not replaced**



- expecting a considerable number of retirements in the next few years – the lack of hiring will hit hard; will take a few years to get back to a balance again
- experience levels are low across the Service – detective units have had to lower expectations of the qualifications they require officers to have before they consider them, since a pool of experienced officers doesn't exist
- not sure why a sergeant promotional process is being run – can't afford to take people away from front-line and if the Service is not hiring, there won't be promotions any time soon; successful candidates will become demoralized when they expect to be promoted relatively soon but aren't
- if promotions are made, that may have a huge impact on detective unit staffing, since half of recent promotions have come from Detective Services
- there have been some amalgamations of detective sections/units to achieve some efficiencies (e.g. Asset Forfeiture/Proceeds of Crime has been moved into the Fraud Squad)
- **addressing guns, gangs, and drugs need to be a priority for the Service – most violent crime in the city is driven by one or more of these**
- Service also needs to examine the number of people put into specialized squads or units – need to know what all these officers are doing, and analyze the risk of having them do it from other places
- the Service needs to figure out what the main priority is, determine how many officers are needed to address it, and then move that number of officers

Cel Giannotta, Director, Information Technology Services

- **the main challenge for both ITS and for the Service is staffing – determining the number of people (uniform and civilian) needed to do the work required/requested**
- increases in workload without an increase in staffing has put pressures on our ability to deliver in an acceptable timeframe
- budget cuts and a large number of expected retirements over the next few years put even more pressure on our ability to deliver services
- compounding these difficulties is that there is no acceptable process/effective means for hiring in advance of retirements to allow for knowledge transfer (don't have enough staff to allow for job shadowing) and that the hiring process takes far too long (15-17 weeks to fill a position from within; about 30 weeks to hire externally).
- need to have enough people to do the job – IT environment is growing exponentially, but have only brought in six positions that weren't here before; external studies have recommended that 2½ % of an organization's overall staff should be in IT – the TPS is nowhere near that
- civilian administrative support is not sufficiently staffed on the Service – can't get things done quickly enough
- promotion and movement expectations also have to be addressed

Staff Superintendent Cyril Fernandes, Professional Standards

- **as for other areas, for Professional Standards the main challenge is staffing**
- managing risk and investigating complaints in a timely manner are vital to maintaining public trust and confidence
- investigations are becoming more frequent and more severe – have to explore how to prevent this
- need to provide information on levels of services provided to assist with expectations
- people need to be trained to provide the level of customer service promised – training has costs associated, but the risk is that without training we may not deliver the service we say we're going to
- also have to recognize appropriate behaviour, not just discipline of inappropriate behaviour
- public trust and confidence is critical to policing well, people's image of the Service is critical



- need to be vigilant – the challenge is to keep supporting, encouraging the best service to the public
- **a priority for the Service needs to be customer service – it speaks to all the TPS does and builds public trust**

Kristina Kijewski, Director, Corporate Services

- **the main challenge for Corporate Services units is to manage resources appropriately**
- **similarly, the main challenge for the Service is to examine all functions currently being done – what services are we delivering, what services should we be delivering, and what services can we deliver**
- processes have to be examined as well
- information management is critical at a number of levels – expectations for police response means that we need the internal capacity to respond or will need to use other community resources
- have to look at the response to the explosion of technology – are we dealing with new crimes and how do we as an organization use technology most efficiently? how do we manage change?
- expectations from the community will also have to change



INTERNAL CONSULTATION – MEMBERS JANUARY 27TH, 2011

Detective Andy Sawyer, Toronto Drug Squad

- **the Drug Squad faces three serious challenges in the coming years: ketamine abuse, oxycodone abuse, and marijuana grow operations**
- ketamine is primarily a veterinary tranquilizer being abused mainly by members of the ‘rave’ culture, particularly the younger crowd – they may not understand the seriousness of using this drug; known as a date-rape drug because of its ability to incapacitate victims and cause memory loss
- ketamine use has seen a huge increase in popularity recently and expect the upward trend to continue; organized crime is getting involved due to the huge amounts of money
- oxycodone is a highly addictive opioid prescribed for pain relief – has the same properties as heroin and heroin users are switching
- oxycodone is often obtained through prescription theft, pharmacy break-ins, or fraudulent means (multi-doctoring, taking prescription to many pharmacies, etc.); is responsible for an increasing number of deaths in the city, and expect the upward trend to continue
- don’t see much homemade oxycodone yet, but this could change if pharmaceutical restrictions change
- there has been a proliferation of marijuana grow operations in residential premises – this is of concern because they use crude electrical bypasses, make structural modifications, result in mould growth, etc. – these fire and safety hazards create risks for first responders and for those living in the house
- organized crime groups are setting up and operating most of the grow ops in Toronto – ship to American markets in exchange for cocaine and firearms
- city houses are used for grow ops because they are more easily anonymous than houses in small towns – don’t stand out in the city and are harder to detect (also less to lose if detected compared with grow ops in vacant large industrial sites, etc.)
- acknowledge that an increase in enforcement means an increase in statistics, but does seem to be increasing
- **Service must make addressing drugs a priority**

Sergeant Manny Campanile, 32 Division (*written submission*)

- **if staffing is not increased, responding to demands for service will be the division’s most serious challenge in coming years**
- there is much development and community revitalization occurring in the division which will increase the resident, visitor, and commuter populations and complicate crime and traffic issues
- the division has a high volume of commuter traffic travelling north/south; the division also has one of the highest accident counts in the city
- primary response officers are the ones who attend emergency calls and are the officers the public first interacts with – as a result the primary response should be staffed at a safe and adequate level before any other area within the Service is staffed
- given other required station assignments (booker, station duty, ARU, etc.) and factoring in annual leave, sick time, training, court, etc., there are now generally only 4 to 6 two-officer units available in primary response – not enough if demands increase
- there needs to be a Service-wide resource and unit workload audit to determine whether staffing in each unit is acceptable or whether it can be reduced and people moved to where they are needed – this may have the potential to save the Service money as well



- some examples and areas in divisions for consideration in order to glean more resources are: bail compliance units (community response can check occasionally if required), quality control detectives (sergeants and staff sergeants should be doing this), and crime management officers (the detective sergeant and crime analyst can put together the information needed)
- **from a Service perspective, the most important issue to address as a priority is improving customer service and satisfaction**
- improving customer service is critical – recently, the reputation of the Service has been diminished by the events surrounding the G20; the Service may never fully recoup the public trust and goodwill lost in that one week
- persistent media coverage of G20 issues continues to undermine the Service’s reputation – to ‘fight back’ we should make customer service a priority
- re-allocating and/or improving the number of resources on the front-line will improve customer service (e.g. people won’t have to wait hours for a police response, which they even sometimes have to do for relatively serious level 2-type calls; people won’t be called back when they have minor complaints and told to call again the next day if the problem persists)
- not only does the unavailability of front-line officers affect the reputation of the Service, but members of our communities deserve better service
- we are only managing now because of the dedication and hard work of many officers, but the continued stresses may be why younger officers leave the TPS for other police agencies
- in addition to re-allocating and/or improving front-line resources, we must come up with innovative ways and identify areas to improve time management (e.g. work to have changes made to the *Criminal Code* in the way shoplifters are dealt with, find a more effective way to deal with emotionally disturbed people at hospitals, etc.)
- improving time management can free up officers to deal with more serious issues or become involved in proactive crime prevention activities