

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

23 APRIL 2008

2008 Promotional Process

RECOMMENDATION

1. That the Board receive this report.

SYNOPSIS

This is a follow-up report to the 2008 Promotional Process and provides further information as requested by the Board at its meeting held on March 26, 2008.

FINANCIAL IMPLICATIONS

The cost during 2008 for these 24 new promotions is expected to be \$57,700. Sufficient funds are available in the 2008 Operating Budget to accommodate these promotions.

BACKGROUND

Section 10(a) of the *Adequacy and Effectiveness Regulation* states that “every Chief of Police [should] ensure that there is supervision available to members of the police for 24 hours a day.” In 2006, the Ministry of Community Safety and Correctional Services, Police Services Division, Police Quality Assurance Unit, conducted an Inspection of York Regional Police as part of their Police Services Inspection Program. Police Supervision was a focal point of the Inspection.

The Ministry’s Inspectors revealed that York Regional Police relies significantly on the use of acting sergeants for the provision of front-line patrol supervision. They highlighted that York Regional Police should be cognizant of its reliance on acting ranks to satisfy its supervision objectives. Adequate and sufficient levels of supervisory resources are essential to help manage the risk associated to a less experienced workforce while maintaining a high level of community satisfaction with the service provided by York Regional Police.

Supervisors and Managers are expected to aid in ensuring that our organization's vision and values are upheld and they establish the boundaries of acceptable behavior. Additionally, over the past number of years, administrative and operational burdens have grown substantially as job complexity, accountability and societal litigiousness has grown.

In keeping with the findings of the inspection and following a review of the management and supervisory requirements together with related growth throughout our 2004-2008 Staffing and Restructuring Plan, the need for additional supervision and management in the organization has been identified. The number of positions that are to be filled was determined after an organizational review and consultations with members of the Executive and Operational Command Teams.

The 2004-2008 Staffing and Restructuring Plan generated an increase of sworn staff by 38 per cent and civilian staff by 45 per cent. This decreased the police to population ratio from 1:880 to 1:750 which is a more effective figure to achieve our performance targets. The addition of personnel has resulted in improved police visibility and the creation of new programs and units that address organizational requirements leading to increased community satisfaction with the service being provided.

The promotions identified in this report are in keeping with the Adequacy and Effectiveness Regulation, the York Regional Police Five Year Staffing and Restructuring Plan and the 2008 Operating Budget. These promotional opportunities will also address staff development and succession planning, which are essential to a growing organization.

This report identifies new management promotions in Court Services and in the Duty Inspectors Office, and new Supervisors positions at the front line and within our Specialized Investigative units. The need for promotions within each of these identified areas is outlined as follows.

Court Services

The Inspector responsible for Court Services currently reports directly to the Deputy Chief in Charge of Administration. Court Services staffing has grown to over 80 sworn and civilian staff, which are located in three separate locations. Due to the complexities and challenges associated with managing the day-to-day prisoner population, security, staffing issues and court-generated paperwork, the demands being placed on the manager of Court Services have become unmanageable.

The environment in our Court Services is complex and involves balancing the often, competing interests of the Judiciary, Crown Attorney's office, Defense Counsel, Province, accused, public and police. Decisions by these stakeholders are often made without consultation and can have significant impacts on costs related to staffing levels, hours of operation, business processes and procedures. The addition of a Superintendent in Court Services will better enable us to deal with such matters from a strategic standpoint while leaving the Inspector time to be more effective in managing and controlling day-to-day issues.

Over the past five years, we have worked to ensure that there is appropriate Senior Management coverage within our Service Commands, i.e. Investigative Services, Support Services, District Operations, etc. With the exception of Court Services, each Command has both a Superintendent and Inspector overseeing these areas. Financial Services has a similar arrangement with a Manager and Assistant Manager heading up that area. In the current structure, Court Services is the only Service Command which is managed by one Senior Officer. In our efforts to improve the level of management and address the operational and strategic concerns in this area, we are recommending a Superintendent be added to the Court Services area.

Duty Office

There are currently 6 Inspectors assigned to the Duty Office. Their role is to handle all significant occurrences and situations which arise during daily operations. One of their primary responsibilities is to limit organizational risk through early intervention and management of critical situations. They are an important link in administrative processes such as the control of overtime and in dealing with operational and administrative issues which arise. Due to the complexity of today's policing operations, they are required to attend a wide range of serious incidents to which they bring broad experience, judgment and the authority required to ensure that an appropriately coordinated and cohesive police response occurs.

Their duty schedule follows the same rotation worked by front line personnel. Presently, there are two Duty Inspectors assigned to Platoons B and D. This ensures that there is almost always a fully trained Senior Officer available in the field to provide managerial control. In 2007, approximately 30 per cent of the required shifts were covered by Staff Sergeants from other areas of the organization. In order to provide the same level of support and control to front line officers assigned to Platoons A and C without diminishing supervision in other areas, it is necessary to add 2 more Inspectors to the Duty Office.

Front Line Supervision

It is important to note that the increased hiring within York Regional Police over the past five years has resulted in more than 50 per cent of the front line police officers having nine years or less of policing experience. Given the level of experience on the front line, it is important to ensure adequate levels of supervision exist.

In our pursuit of operational excellence and risk management, we have placed a greater demand on the front line supervisor to attend calls for service that are of a significant nature. Our Procedure LE-025 dictates that that a front line supervisor shall attend calls for service that involve abductions, armed and barricaded persons, elder abuse, fires, departmental collisions, domestic violence, injured person, major disasters, missing children, motor vehicle collisions that involve off-duty police officers or where there is serious injury, robberies, labour strikes, weapons and any incident that entails loss of life or major injury. In addition, they are required attend other incidents where a Supervisor's assistance or direction is requested by a member of our service.

In our efforts to adequately respond to these incidents, we have identified a front line supervision span of control of 1 Sergeant for 11 Constables. This span of control is in keeping with best practices assessment with comparable policing services.

Investigative Bureaus

Within our CIB and specialized investigative units, supervisory ratios of Detectives to Detective Constables have been established. In Homicide the ratio is 1 Detective to 1 Detective Constable. In the Crimes Against Persons unit the ratio is 1 Detective to 2 Detective Constables. Property Crime investigations are managed by a Detective who supervises 5 Detective Constables. When additional personnel are added to any unit, efforts are undertaken to ensure the level of supervision is maintained, taking into account the complexity and risk factors associated with the work being undertaken in these specialized units. To ensure we are consistent with other comparable police services, a benchmarking process is conducted on an annual basis.

A comparative analysis of supervision at all levels with other police agencies is depicted in the following chart. The figures presented for York Regional Police reflect year-end 2008 targets, while other organizations have provided 2007 data.

Comparative Analysis of Supervision

2007	Supt to PC	Insp to PC	Staff/Sgt to PC	Sgt to PC	Total Staff
Durham	1 to 83	1 to 31	1 to 14	1 to 3	708
Halton	1 to 118	1 to 52	1 to 16	1 to 7	582
Hamilton	1 to 88	1 to 66	1 to 17	1 to 3	787
London	1 to 151	1 to 75	1 to 24	1 to 5	578
Niagara	1 to 107	1 to 41	1 to 20	1 to 5	687
Ottawa	1 to 163	1 to 47	1 to 18	1 to 5	1267
Peel	1 to 95	1 to 38	1 to 18	1 to 6	1684
Waterloo	1 to 92	1 to 69	1 to 16	1 to 5	715
2008 York*	1 to 97	1 to 45	1 to 18	1 to 5	1387

*Proposed

As is depicted, York Regional Police is consistent with the supervision and management levels of other police organizations across Ontario.

The average of the Sergeant-to-Constable ratio is 1 to 5, which is aligned with other comparable police services such as London, Niagara, Ottawa and Waterloo and is a slightly higher ratio than Durham and Hamilton. York has a slightly lower ratio than Peel and Halton.

With respect to the rank of Superintendent, the Ottawa Police Service has a higher Superintendent to Police Constable ratio (1 to 163) than all the other services. In Ottawa, there are 6 civilian Director positions which are equivalent to the Superintendent rank reporting to a civilian Director General, who is equivalent to a Deputy Chief. There are civilian positions within York Regional Police that are equivalent to the Superintendent rank. Ottawa is also considering adding two new Superintendent ranks to manage individual development and operational inputs in relation to day-to-day issues.

London Police has a higher Superintendent to Police Constable ratio, however, the London Police Service is a more centralized service operating out of one building. York Regional Police have operations in 14 different facilities located throughout the Region.

In order to meet the current needs of the organization and to enhance the levels of management and supervision, there is a requirement to promote personnel to fill the positions identified in the following chart.

Proposed 2008 Promotions

Promotions	Placement
1 Superintendent	New Promotion – Courts
1 Inspector	Backfill Position
2 Inspectors	New Promotion – Duty Office
1 Detective Sergeant	New Promotion – Auto/Cargo Theft
3 Staff/Detective Sergeants	Backfill Positions
4 Sergeants/Detectives	Backfill Positions
4 Sergeants	New Promotion – 3 District, Patrol
2 Detectives	New Promotion – 1 CIB
1 Detective	New Promotion – 2 CIB
1 Detective	New Promotion – 4 CIB
1 Detective	New Promotion – 5 CIB
1 Sergeant	New Promotion – Corporate Communications
1 Sergeant	New Promotion – Courts
1 Sergeant	New Promotion – Marine Unit

As a consequence of the above-noted promotional opportunities, advancement in all of the supervisory and managerial ranks will exist within the organization. Such promotions enhance our ability to respond to emerging crime trends and significant community issues. Additionally, these opportunities for advancement will continue to keep York Regional Police a preferred place of employment. The table below is a summary of the additional ranks being proposed for 2008.

Summary of Additional Proposed 2008 Ranks

Rank	Number of Opportunities
Superintendent	1
Inspector	3
Staff Sergeant or Detective Sergeant	4
Sergeant or Detective	16
TOTAL	24

These promotions do not include replacement promotions as a result of resignations or retirements. As these vacancies arise throughout the year, additional processes and promotions will occur in accordance with our Senior Officers' and Uniform Working Agreements.

The current Promotional Process for sworn members is governed by Article 24 of the Senior Officers' Working Agreement and Article 25 of the Uniform Working Agreement. Members are required to pass an Ontario Police College Promotional Exam and a York Regional Police Promotional Exam with an average mark of not less than 65 per cent. In accordance with the Uniform Working Agreement, each member who is qualified for promotion under the rank of Superintendent is required to be interviewed by a Promotion Selection Committee, comprised of a Deputy Chief and a Senior Officer who is familiar with the work of the member, and be recommended for promotion. In accordance with the Senior Officers' Working Agreement, for a member who is qualified for promotion to the rank of Superintendent, the requirement is to be interviewed by a Promotion Selection Committee comprised of the Chief and two Deputy Chiefs.

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Chief of Police

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