



# **NORTH BAY POLICE SERVICE**

## **2008 Annual Report Human Resources**

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## **A. Mandate of the Unit**

In support of North Bay Police Service goals and objectives, provide service and expertise in the following areas: recruitment and selection; orientation; compensation and benefits administration; employee and labour relations; occupational health and safety; development of human resource policies and procedures; human resource records.

## **B. Executive Summary**

2008 was an extremely busy year for the human resources section. Much of the efforts of the section were concentrated on recruiting initiatives; promotional processes and policies; collective bargaining; performance evaluation; health and safety; and benefit administration.

With the recent expansion of the section the goal will be to enhance human resource policies and procedures in support of the Service's mission, vision, goals and objectives while providing a high level of service to employees.

## **C. Activities**

### Recruitment

During 2008 there were a total of twelve civilian job bulletins for both full and part-time positions. These bulletins were to fill sixteen positions which were vacant due to resignations; new positions being created; increases in part-time hours required; or part-time employees moving to full-time. These job bulletins resulted in the hiring of eleven part-time employees, two full-time employees and three part-time employees moving to full-time. A number of those hired commenced employment in 2009. There is still one part-time candidate in the background stage of the process in relation to positions bulletined in 2008.

In anticipation of a 2009 clerical staff retirement there were two job bulletins for lateral transfers within that section with the transfers to take place in 2009. There was one job bulletin for a temporary part-time vacancy.

In 2008 there were five retirements and four resignations of sworn officers. As a number of these retirements were at the start of 2008 and anticipated, Cadets had been hired at the end of 2007 to replace them and are not included in the 2008 hiring statistics.

New constable recruitment is conducted utilizing the Constable Selection System (CSS). This system is licensed through the Ontario Association of Chiefs of Police. During 2008 a total of ten candidates were interviewed using this system which resulted in five hires. Three attended the Ontario Police College in 2008 and two are currently at the Police College.

Two experienced officers were hired in 2008, one of which has since resigned and been replaced with one of the five Cadet's hired.

Sworn strength was increased to 93 under the Federal Police Officer Recruitment Fund. The Cadet hired under this program is one of the two currently at Police College. All recruitment processes are time consuming, involving many stages from advertising; reviewing resumes; contacting potential candidates; testing; interviews; reference / background checks; psychological and medical assessments and subsequent orientation

to the workplace.

We have been working with TWG Communications on the development of an improved recruiting package. This will be available for distribution to potential applicants in 2009.

In 2008 a Mentorship Protocol was signed with Canadore College in order to provide police foundation students with the opportunity to partner with a serving police officer. This program will help inform and educate students about the work environment of the policing profession and build a relationship between the student and the police service. This also provides us with the opportunity to assess potential applicants.

### Promotional Process

The Promotion to the Rank of Sergeant and Staff Sergeant Standard Operating Procedure was finalized and released in 2008. This was an agreed upon process with the Association that took considerable time over the past few years to develop. Subsequent to the completion of the 2008 Sergeant Promotional Process a review of the S.O.P. was undertaken in conjunction with the Association and a number of amendments were made to the procedure.

A promotional process for the rank of Sergeant was conducted during 2008. Eight Constables participated in the process with five candidates being identified and placed on a promotional list. This list is valid until June 26, 2011.

In 2008 a total of six sworn members were promoted. Three were promoted to the rank of Sergeant and three to the rank of Staff Sergeant.

### Collective Bargaining

Collective Bargaining took place in 2008. Human Resources assisted with the Board's bargaining proposal by conducting research, compiling data and costing proposals.

Following the signing of the three year Agreement, Human Resources facilitated the negotiated benefit and salary changes.

### Performance Evaluations

2008 saw the launch of a new performance evaluation tool for the rank of Constable.

Performance Evaluations are to be completed on an annual basis for the majority of staff, the exception being new hires and officers being considered for reclassification in rank prior to becoming a 1<sup>st</sup> Class Constable. In order to streamline the process all evaluations except as indicated above will now be done once a year between November 15 and December 15. This concentrated effort will help with consistency and reliability of the evaluation.

### Health and Safety

The Service participated in a WSIB rebate incentive program called Safety Group. Safety Group promotes networking, sharing of ideas, policies, tools and best practices. Over the course of 2008 we worked on five different health and safety elements as part of this program. As a result of these efforts the following goals were accomplished.

1. Updated Health and Safety Policy
2. Updated Health and Safety S.O.P.
3. Preventative maintenance program for HVAC system and fire extinguishers
4. Review of return to work procedures
5. Supervisory health and safety awareness training
6. Review and update of health and safety procedures for contractors

The review of return to work procedures identified a number of areas where improvements could be made. These areas will be reviewed further with a view to updating policies and procedures.

A separate annual report on work related injuries and illness was previously submitted which outlined WSIB statistics for 2008 in comparison to previous years.

Employee and Family Assistance Program (EFAP) information is provided to all new employees as part of their orientation. Monthly EFAP newsletters are posted to the Health and Safety section of the intranet for the information of all employees. Based on annual usage statistics provided by EFAP, the services of EFAP are being used by employees and their families.

An on-site flu clinic was held in November for employees. A total of 23 members took advantage of this service.

### Benefits

Employee inquiries as to benefit coverages and eligibility are routinely received and responded to.

A communiqué was sent to all employees to clarify claiming procedures for medically necessary orthotics or orthopaedic shoes, as this is an area where many inquiries are received.

After the settlement of the collective agreements, benefit contracts were amended and revised group health books distributed.

### Pay Equity

Following the settlement of the Civilian Collective Agreement, pay equity rates were reviewed as is standard practice. A number of questions arose in relation to maintenance of the Services proportional value plan. These remain outstanding and assistance has been requested from the Pay Equity Commission in order to answer the questions.

### Human Resources Section Staffing

A report was submitted outlining the need for an additional staff member in the section in order to better respond to the human resource requirements of the Service and its employees.

The addition of a Human Resources Generalist position was approved by the Police Services Board at its December 2008 meeting. The position was filled in February 2009.

## D. Performance Indicators

### Recruitment

Activity	Sworn	Civilian	Total
Hires	7	13	20
Separations	9	4	13
Interviews	14	24	38
Résumés	88	392	480
Job Fairs	n/a	n/a	2

### Accommodated Duty Shifts – Non work Related:

Sworn: 108 hours

Civilian: 246 hours

### Human Resource Training Seminars / Meetings:

- monthly Human Resources Professional Association North Bay Chapter meetings on various human resource topics
- Constable Selection System Conference
- Safety Group meetings

## E. Anticipated Issues for the Future

The area of human resources is continually evolving and becoming more complex. Legislative changes often play an important role in dictating human resource related priorities for organizations. Such is the case with the Accessibility for Ontarians with Disabilities Act and its associated regulations.

With the changing demographics of the work force comes changing employee expectations in terms of flexible working arrangements, quality of work life balance, etc.. It is expected that these issues will drive human resource activities over the next number of years.

## F. Performance Objectives for the Next Year

With the increase in staff in the Human Resources Section it is anticipated that a more timely response to issues will be achieved and that the more administrative tasks will be kept up to date.

There are a number of areas that this section will be concentrating on in 2009 including:

1. Accessibility for Ontarians with Disabilities Act and Regulations
2. Development and implementation of an attendance management program
3. Civilian code of conduct and discipline policy and procedures
4. Performance Evaluations – sworn and civilian
5. Return to Work policy and procedures
6. Recruitment policies