



## INTERNAL MONITORING REPORT

**ENDS:** EMPLOYMENT, COMPENSATION AND BENEFITS

**Period:** Ending February 2005

**Date:** April 11, 2005

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I hereby submit my monitoring report on your Executive Limitations Policy, "Employment, Compensation and Benefits" according to the schedule set out. I certify that the information contained in this report is true.

### **BROADEST POLICY PROVISION:**

*"With respect to employment, compensation, and benefits of members, consultants, contract workers and volunteers, the Chief of Police will not cause or allow jeopardy to fiscal integrity or to public image."*

### **Interpretation of the Chief of Police:**

It is my interpretation of this policy that compliance with the detailed policies stated below is compliance with this provision.

Further, without limiting the scope of the foregoing by the enumeration, the Chief of Police will not:

### **Policy Provision #1:**

"1. Fail to abide by the terms and conditions of all applicable collective bargaining agreements and contracts to which the Board is a signatory."

### **Interpretation of the Chief of Police**

It is my interpretation of this provision that the collective bargaining agreements must be implemented in such a manner as to ensure that members receive the compensation and benefits as described therein and further that I am entitled to issue directives governing processes to ensure that members receive those entitlements. It is

my further interpretation that this policy as a whole, does not provide any authority to provide compensation or benefits over and above those provided for in the agreements.

**Data Support:**

The Human Resources Unit ensures that all compensation and benefits, identified within the three collective agreements (DRPS Sworn, DRPS Civilian and DRPS Senior Officer), are administered appropriately. The three collective agreements have been implemented in a manner that ensures all members receive the entitlements outlined within the respective agreements.

Human Resources conducts an annual payroll audit that compares the total dollar value of payroll transactions to the total value of payroll errors for the same period. The 2004 audit indicated a better than 99% compliance rate. That is, over 99% of the time compensation and benefits were appropriately provided to members as outlined within the respective collective agreements. The errors were corrected as soon as administratively possible.

DRPS has not extended compensation and benefits beyond the provisions of the respective collective agreements, during this period.

**Therefore, I report compliance with this provision.**

**Policy Provision #2:**

“2. Promise or imply permanent or guaranteed employment.”

**Interpretation of the Chief of Police**

It is my interpretation of this policy that permanent or guaranteed employment is not to be promised or implied at the time of recruitment nor during the term of employment. It is my further interpretation that we are entitled to disclose to candidates and/or members the particulars of the Police Services Act and/or the Employment Standards Act.

**Data Support:**

In 2004 the DRPS hired 46 civilians and 28 sworn members. None of the 74 job offers issued indicated or alleged permanent or guaranteed employment. As well, the DRPS did not receive any complaints from individuals alleging a promise of permanent or guaranteed employment.

**Therefore, I report compliance with this provision.**

### **Policy Provision # 3**

“3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.”

#### **Interpretation of the Chief of Police**

It is my interpretation of this policy that where employment is governed by a collective agreement, pursuant to Policy # 1 above, that said collective agreement shall govern compensation and benefits. It is my further interpretation that where the collective agreements provided for “market adjustments” as part of the Civilian Evaluation, the Chief of Police, in applying said provisions, is in compliance with this provision.

#### **Data Support:**

The DRPS has not had any significant difficulties filling civilian positions. Over 97% of all positions have been filled utilizing compensation levels identified via the Joint Job Evaluation Committee (JJEC) process. There has not been any significant issue with respect to civilian staff retention.

The DRPS has approximately 3% of its civilian positions compensated above the respective JJEC identified compensation level. Appropriate action has been taken with respect to these positions and all the positions will be brought into line with the appropriate compensation level over the course of time.

With respect to sworn compensation levels, these are set via collective agreement negotiations. The compensation levels for sworn positions fall in line with the Board’s identified market comparators.

**Therefore, I report compliance with this provision**

### **Policy Provision # 4**

“4. Create obligations over a longer term than revenues can be safely projected.”

#### **Interpretation of the Chief of Police**

It is my interpretation that I am not permitted to enter into contracts, agreements or any other form of binding obligation that would extend beyond a safe projection of revenues. It is my interpretation that the latter generally means the current five year forecast.

### **Data Support:**

The projected annual budget growth for the DRPS is 7.5% per year over the next 5 years. The cost pressures for the DRPS over the course of this time will include wage increases, staff increases (as a result of Region Population Growth), benefit cost increases (i.e. Health Insurance), other expenditures and inflationary pressures. The estimated required budget increase related to benefit, wage and staff increases is approximately 4.5 percent. It is predicted this increase along with factors including inflationary pressures, pension contribution increases and other pressures will fit within the planned budget growth.

**Therefore, I report compliance with this provision**

### **Policy Provision # 5**

“5. Fail to ensure that all employment processes, including hiring and separations, are consistent with the legislative requirements of the *Human Rights Code*, the *Police Services Act*, and the *Employment Standards Act*, as well as the applicable collective agreement. In particular, hiring and separation processes must be objective, non-discriminatory and without favour, thereby ensuring all candidates are given equal opportunity for employment.”

### **Interpretation of the Chief of Police**

It is my interpretation that all employment functions must be in compliance with the legislation as outlined, any other legislative requirements that may apply from time to time, and the collective agreements. It is my further interpretation that the Board is particularly wishing to ensure that the hiring and separation processes are objective, non-discriminatory and without favour, the outcome of which is that all candidates are provided equal opportunity for employment. It is my further interpretation that sworn members must have formal evaluations completed and filed in Human Resources prior to moving through the classes.

### **Data Support:**

The DRPS ensures compliance with all required legislation creating an objective and non-discriminatory selection process using trained Human Resources professionals. These professionals design and monitor processes that ensure selection is objective and non-discriminatory. In 2004 the DRPS hired 74 staff (sworn and civilian). We did not receive any complaints nor did the DRPS have any decisions rendered against our hiring processes.

The Human Resources Unit administers the employment separation process. All separations are objective and non-discriminatory. During 2004 we had 15 members

separate from the DRPS. We did not receive any complaints from these members with respect to the separation process.

It should be noted there is one current grievance regarding termination; a decision has not been reached and therefore cannot be commented on at this time.

**Therefore, I report compliance with this provision**

### **Policy Provision # 6**

“6. Fail to ensure that all new civilian members undergo a minimum 6-month probationary period (or equivalent for part-time Members) and are formally evaluated prior to the end of that probationary period.”

### **Interpretation of the Chief of Police**

It is my interpretation that that new civilian employees and on probation for 6 months and that before being moved off probation, an evaluation will be completed and filed in Human Resources.

### **Data Support:**

Every new civilian employee is placed on a 6-month probationary period. During 2004, 46 civilians were hired. All 46 civilian hires continued their employment with the DRPS after the 6-month probationary period.

There has been a lack of a formal evaluation process at the end of the probationary period. Human Resources recently developed a process and it is currently being implemented. The process will be completely implemented by the end of Q2 2005.

**Therefore, I cannot report complete compliance with this provision**

Kevin McAlpine  
Chief of Police