

# Human Resources Strategy and Plan

Report to the Surrey Policing Transition  
Trilateral Committee

---

April 5, 2022

This page is left intentionally blank

Human Resources Strategy and Plan	Page 2 of 54
CONFIDENTIAL DO NOT COPY OR DISTRIBUTE	2022-04-05

EXECUTIVE SUMMARY .....	5
PREFACE .....	7
PURPOSE AND SCOPE .....	10
Purpose .....	10
Scope .....	10
Deployment Targets Agreed by SPTTC .....	11
DEPLOYMENT OF SPS ASSIGNED OFFICERS .....	13
DEMOBILIZATION OF RCMP REGULAR MEMBERS.....	17
RECRUITMENT OF SPS ASSIGNED OFFICERS.....	21
Recruitment, Hiring and Training of Experienced Officers.....	21
Recruitment, Hiring and Training of New Police Officer Recruits.....	25
HUMAN RESOURCES PRACTICES AND PROCESSES.....	28
Collaborative Fit For Assignment Process .....	32
Policies and Practices .....	33
Collaborative HR Reviews of Deployment.....	35
AGREEMENT OF THE RCMP AND THE SPS TO THE PLAN .....	38
ANNEXES.....	39
1 - SPS Recruitment Process for Experienced Officers.....	39
2 - SPS Recruitment Steps for Recruits New to Policing .....	41
3 – Deployment Schedule by Unit, Rank, and Month .....	43
4 - Sample SPS Curriculum Vitae Submission .....	44
5 - Sample SPS Training Attestation .....	45
6 - Sample SPS General Attestation .....	46
7 - Sample Fit for Assignment Form.....	48
8 - HR Process Timeline .....	49

9 - RCMP Orientation Syllabus for SPS Assigned Officers.....50  
10 – Sample Mentor Checklist .....53  
11 - Workforce Administration.....54

# EXECUTIVE SUMMARY

The Human Resources (HR) Strategy & Plan has been drafted to guide implementation of the first phase of the transition of policing services in Surrey. The Surrey Policing Transition Trilateral Committee (SPTTC) agreed to targets for the deployment of officers in 2022, which guided and informed the development of the HR Strategy & Plan. The document was developed based on considerations raised by all parties and reflects agreements on specific aspects of phase I implementation of the transition based on extensive collaboration. It also notes areas where further work is needed that would be captured in future updates to the HR Strategy & Plan. These areas are depicted as “next steps” in their relevant section. The scope of the HR Strategy & Plan is limited to deployments, demobilization, recruitment and HR processes to be implemented until the end of May 2023.

The deployment chapter sets the expectation for the planned number, cadence and supporting details for the assignment of Surrey Police Service police officers into the Surrey RCMP Municipal Police Unit. Surrey Police Service Assigned Officer cohorts will be deployed every two months commencing in March 2022. The SPTTC expects that the agreed upon target of 175 Surrey Police Service officers deployed in 2022 will be achieved by the first week of January 2023; the Plan additionally outlines an anticipated total of 295 SPS officers to be deployed by the first week of May 2023. The chapter also identifies next steps regarding completion of the deployment schedule s. 16(1)

The demobilization chapter sets the expectation for the number and cadence of demobilization of RCMP Members commensurate with duties being progressively fulfilled by qualified Surrey Police Service (SPS) Assigned Officers. This section outlines that 297 RCMP Regular Members are expected to be demobilized from the Surrey RCMP Municipal Police Unit by May 2023, noting that the Unit’s actual strength was already reduced by approximately s. 15(1) Regular Members through officer attrition by the start of 2022. This section will inform reductions per the RCMP Policing Agreements. The approaches used by the RCMP to transfer or reassign RCMP Members outside the Surrey RCMP Municipal Police Unit are also outlined.

The processes used by the SPS to ensure they have sufficient adequately trained and qualified police officers to deploy are outlined at a high level in the recruitment chapter. There are robust processes in place to recruit, hire and onboard experienced officers to the SPS.

The HR processes and practices that will guide the implementation of the deployment of SPS Assigned Officers are outlined in the final chapter as well as the process for collaborative review of the process for deployments. s. 16(1)

Supporting Annexes provide further detail and information on the agreed templates and approaches that will govern the implementation of the HR Strategy & Plan.

The following next steps have been identified in the relevant chapters of the document and must be advanced to enable further updates to the HR Strategy & Plan.

- Completion of the detailed Deployment Schedule (Annex 3) showing the ranks, units, and duties to which SPS Assigned Officers will be assigned in the Surrey RCMP Municipal Police Unit.

- The Working Group will s. 16(1) [REDACTED]
- Resolution of the process for Respectful Workplace Policy complaints and investigations for both the RCMP and the Surrey Police Service.
- The Province, the SPS and the RCMP will continually monitor and review applicable considerations, consistent with their authorities, regarding deployments with a goal of continuous improvement and refinement of future cohorts based on experience with earlier cohort deployments.
- Updating the HR timeline to reflect analysis on completion of necessary HR steps to enable deployment, most especially regarding timing of security clearances.
- RCMP and SPS will work together to develop and agree to plan for deployment of SPS recruits for field training before the end of May 2023.
- Confirm any additional assessment process to support integration of SPS Assigned Officers into the Surrey RCMP Municipal Police Unit and support future deployments.

While every effort has been made to confirm all aspects of deployment and demobilization that will be undertaken until May 2023, it should be noted that further revisions to the HR Strategy & Plan will likely be required. As new information is confirmed as a result of next steps identified, the HR Strategy & Plan will need to be updated to reflect these new understandings or agreements.

A signature page is included at the end of the document which reflects the understanding of and agreement by the RCMP and the SPS to the content of the HR Strategy & Plan.

## PREFACE

In November 2018, the City of Surrey exercised its authority under the BC Police Act to have its own municipal police service. The provincial Minister of Public Safety and Solicitor General approved this change and the Surrey Police Board (the Board) was established, effective July 2020.

As a result, policing services in Surrey are transitioning from being delivered by the Royal Canadian Mounted Police (RCMP) under the Municipal Policing Service Agreement (MPSA) and the Surrey Municipal Police Unit Agreement (MPUA), to being delivered by the SPS. The SPS was created as a municipal police department by the Board in August 2020. SPS officers are now assigned into the Surrey RCMP Municipal Police Unit under RCMP command, during the first phase of the transition. During this phase, the Surrey RCMP Municipal Police Unit remains the police agency of jurisdiction.

### **Surrey Policing Transition Trilateral Committee**

Considerable work has been completed to date to support the transfer of policing services from the Surrey RCMP Municipal Police Unit to the SPS. To support these activities the federal, provincial and municipal governments set up the SPTTC in September 2020. A Terms of Reference outlines the mandate, purpose, and principles under which the SPTTC operates.

Assistant Deputy Ministers from the Government of Canada and the Province of BC with the City Manager and General Manager from the City of Surrey comprise the SPTTC. It is tasked with guiding and supporting the development, negotiation, and implementation of a phased transition of policing services. Senior leaders from the RCMP, the SPS and the Board also participate on the SPTTC to provide their expertise and input to the design and implementation of the transition. The City of Surrey provides secretariat support for the SPTTC.

The SPTTC is supported by a Working Group which obtains subject matter expertise from within each of the partners as required, to plan and implement transition activities. There are dozens of experts with in-depth Surrey-specific knowledge and experience who are working collaboratively to enable the transition. The Working Group is also engaged with legal counsel to develop the required legal instruments and ensure appropriate legal review of all transition matters.

The shared mandate of the SPTTC partners, as agreed in the Terms of Reference, is:

*“to support the orderly, efficient and timely transition of policing services from RCMP, pursuant to Canada-BC Municipal Policing Services Agreement, to an independent Surrey Police Service operating under BC statutes”*

All the partners are fully committed to working collaboratively to plan, implement and complete an effective transition of policing services focused on ensuring public safety for the community and officer safety for the Members of the Surrey RCMP Municipal Police Unit and the SPS.

### **Phased, Integrated Transition**

The SPTTC is supporting the transition and agreed to a phased, integrated approach.

The first phase of the transition is being implemented within the context of the existing policing agreements – the MPSA and the MPUA – to enable orderly integration of SPS officers into the Surrey RCMP Municipal Police Unit under the command of the RCMP, and the orderly demobilization of RCMP Members out of the Surrey RCMP Municipal Police Unit.

The first phase of the transition commenced with the operational deployment of the first cohort of fifty (50) SPS Assigned Officers into the Surrey RCMP Municipal Police Unit under the terms of two agreements. A *Memorandum of Understanding Regarding the Interim Assignment of Surrey Police Service Officers into the Surrey Municipal Police Unit (Canada-BC MOU)* was executed by Canada and BC to support phase I and a parallel MOU was likewise executed between BC and the City on substantially similar terms to the Canada-BC MOU. The two MOU's mirroring the signatory relationship structure of the MPSA and the MPUA. An *Assignment Agreement for the Interim Assignment of Surrey Police Service Officers under the Command of the Royal Canadian Mounted Police at the RCMP Surrey Detachment 2021-2023 (Assignment Agreement)* was also executed by the RCMP, SPS, Surrey Police Board and City of Surrey to support the integrated transition in phase I.

### **Surrey RCMP Municipal Police Unit Context**

It is important to provide context on the Surrey RCMP Municipal Police Unit authorized strength as recorded in Annex A of the MPUA, and as reflected in Annex A of the MPSA, as this is the starting point from which deployments and demobilization must be considered. The MPUA and MPSA currently reflect a total authorized strength of 843 Regular Members. Of these, <sup>s. 15(1)</sup> Regular Member positions are dedicated to local Detachment policing within Surrey, under the command of the Officer in Charge. As such, for the purposes of this HR Strategy and Plan (the Plan), it is this portion of the Surrey RCMP Municipal Police Unit that is being referred to.

Therefore, the Plan considers demobilization and deployment in phase I from the starting point of the <sup>s. 15(1)</sup> RCMP Regular Member positions.

### **Adequate and Effective Policing – Maintaining Service Levels**

During phase I of the transition, the Surrey RCMP Municipal Police Unit, as police agency of jurisdiction, must provide adequate and effective policing, to the level of service as determined by the Province and the City in consultation with the RCMP, as per Article 6.2 of the MPSA and 4.2 of the MPUA. This includes minimizing risks to public and police officer safety and ensuring the stability of policing operations.

Key metrics to track and assess police resource levels in the MPUA context include FTE Utilization<sup>1</sup> and Officer Headcount. This Plan has incorporated these metrics to guide the commensurate RCMP demobilization figures depicted in Table 3. Noting that the Surrey RCMP Municipal Police Unit carries vacancies resulting from natural attrition and leave, not all <sup>s. 15(1)</sup> positions are actively occupied, or, if occupied, that Member may not be operationally deployable. A target goal of maintaining 734 combined RCMP/SPS FTE Utilization and Officer Headcount guided these RCMP demobilization figures to ensure a set level of police officer resources.

---

<sup>1</sup> FTE Utilization is a defined term in the MPSA and MPUA which is used for the purposes of invoicing per Article 11 of the MPSA and MPUA. It is a stock calculation that reflects Member days worked (incl vacation time and statutory holidays) in the work year excepting any leave greater than 30 days.



It is important to note that prior to deployment of the first cohort of SPS officers, the RCMP reduced the Surrey RCMP Municipal Police Unit's actual strength by approximately <sup>s. 15(1)</sup> Regular Members in preparation for the integrated transition period. This reduction was achieved through officer attrition, ceasing to place recently graduated constables into the Unit, and other practices. In addition, impacts of the COVID-19 pandemic may have had an impact on historic utilization levels. During this time, the FTE utilization/Officer Headcount for the Unit was below 734, reaching approximately <sup>s. 15(1)</sup> in November 2021. The RCMP utilized overtime and other resource augmentation mechanisms to ensure adequate and effective resource levels were maintained during this time. As a result, the goal of this HR Plan and the deployment and demobilization figures depicted are intended to build up the assignment of SPS officers into the Surrey RCMP Municipal Police Unit and bring the overall level of police resources back to targeted level of 734 FTE Utilization and Officer Headcount and enabling further RCMP demobilizations as SPS Assigned Officers are deployed.

The use of overtime and other mechanisms, while valuable tools on a short-term basis for augmenting the level of police resources, are not viable long-term and sustainable solutions. The City and the RCMP have respective authorities and obligations per the MPUA with respect to the financial impacts arising from the use of mechanisms of this nature.

# PURPOSE AND SCOPE

## Purpose

The SPTTC directed the Working Group to develop the Plan, guided by the targets set for deployments in 2022. The Plan includes detailed documentation (and collaboratively agreed to approaches) to support and implement the recruitment, onboarding, and deployment of SPS Assigned Officers into the Surrey RCMP Municipal Police Unit and the demobilization of RCMP Members out of the Surrey RCMP Municipal Police Unit.

The Plan has been prepared based on collaborative development of content by the RCMP and the SPS and consideration of input from all parties for the review and endorsement of the SPTTC to advance phase I of the transition in 2022/23.

## Scope

The scope of the Plan has been defined to ensure it focuses on the elements most critical to support deployment and demobilization within the Surrey RCMP Municipal Police Unit in phase I only. It does not contemplate issues related to future phases of the transition and how responsibilities may handover from the RCMP to the SPS in future phases. The parties agree to revise the Plan in accordance with future direction from the SPTTC and/or as more information is obtained that will impact implementation of phase I deployment and demobilization.

The MOUs and Assignment Agreement have an 18-month term effective from the date of signature, with the possibility of extension based on mutual agreement of the parties. Therefore, the Plan focuses on the period January 1, 2022, to May 31, 2023, which is the timeframe under which the MOUs and Assignment Agreement are anticipated to be in effect.

The SPTTC directed that the first cohort of SPS Assigned Officers would be assigned into the Surrey RCMP Municipal Police Unit in advance of completion of the Plan. This plan focuses on the cohorts of officers to be deployed in 2022 and 2023. It should be noted that deployment of the first cohort of fifty (50) SPS Assigned Officers commenced in November 2021. It is anticipated that the remaining officers of the first cohort will be deployed in March 2022. Information on the timing and number of SPS Assigned Officers deployed in the first cohort is included in the Deployment chapter for context.

The Plan assumes all the terms and conditions of the Canada-BC MOU, the BC-City MOU, and Assignment Agreement will be in effect for the duration of phase I, including the application of policies, basis of payment, and assignment terms for officers.

The work that underpins the Plan has been coordinated by the SPTTC Working Group and has also undergone significant policy review and input by the three levels of government.

The content in this document is the culmination of considerable work by subject matter experts to examine ten distinct but interrelated dimensions of the transition process including:

- Human Resources;
- Operational and Administrative Polices;
- Operations and Deployment;

- Training;
- Legal Agreement Frameworks;
- Finance;
- Facilities;
- Equipment;
- Communication; and
- Information Management/Information Technology (IM/IT)

Each section of the Plan refers to a specific area of work required to support phase I. Summary information is included in the section and detailed tables and supporting documentation is provided in the Annexes. Additional supporting documents have contributed to the content of the report but may not be included in the Annexes.

### Deployment Targets Agreed by SPTTC

At the January 2022 SPTTC meeting, general agreement by SPS and RCMP was outlined regarding certain parameters for SPS Assigned Officer deployment into the Surrey RCMP Municipal Police Unit. In particular, cohorts were recommended to take place on a bi-monthly cadence beginning in February 2022, and that those cohorts be dispersed in a relatively even and consistent manner.

The RCMP and SPS conducted respective assessments regarding a total targeted number for deployment. The RCMP examined the current constraints with respect to security clearances as well as a Detachment-level risk assessment. s. 13(1), 15(1), 16(1)

[REDACTED]

To guide the completion of the Plan, the Director of Police Services, in his statutory role to superintend policing in BC, provided a target of one hundred and seventy-five (175) SPS Assigned Officers in addition to the fifty (50) of the first cohort for a total of 225 SPS Assigned Officers in the Surrey RCMP Municipal Police Unit by the end of 2022. In setting this target, the Director considered the perspectives and analyses of both the RCMP and the SPS, as well as broader regional and provincial considerations with respect to policing in BC.

Subsequently, the SPTTC directed that planning reflect this target. The agreed target referred only to deployments in 2022; however, the scope of the Plan is until May 2023, so the Plan has extrapolated from these targets to include two additional cohorts up to May 2023 while maintaining the bi-monthly cadence set in the target.

**Table 1. Deployment Targets Agreed by SPTTC, and Extrapolated to May 2023**

Cohort number	1	2	3	4	5	6	7	8	9	Total
Anticipated date	2021	2022					2023 ( <i>extrapolated</i> )			
	Nov	Feb	Apr	Jun	Aug	Oct	Dec	<i>Feb</i>	<i>Apr</i>	
Number	■	■	■	■	■	■	■	■	■	295

This approach, with smaller cohort sizes at the beginning of the year, recognizes current constraints as well as the need to maintain an appropriate level of momentum for the transition. The parties have confirmed their commitment to working to achieve these expected targets for deployments and to maintaining the bi-monthly cadence.

# DEPLOYMENT OF SPS ASSIGNED OFFICERS

This chapter outlines the number, duties, functions and ranks of SPS Assigned Officers to be deployed into the Surrey RCMP Municipal Police Unit to May 2023. Key deployment and operating elements in this Plan include:

- the established target number of SPS officers to be deployed to the Surrey RCMP Municipal Police Unit in 2022;
- planned cohorts to May 2023 using established bi-monthly cadence and cohort size;
- an overall distribution of the SPS Assigned Officers being distributed between Frontline, Community Services, and Investigative Services through to May 2023;
- alignment with established HR processes for deployment; and
- the existing RCMP organizational structure and command structure.

Additional considerations included the even distribution of SPS Assigned Officers across all watches, presence in all districts, and the requirement for thoughtful placement of SPS Assigned Officers in smaller units to counter any isolation from their SPS peers.

### Target Numbers and Timing of Cohort Implementation

It should be noted that due to the timing for security clearances, the second cohort will be deployed in March 2022, rather than the February target. In the HR section there is an explanation of how strategies are being put in place to facilitate SPS Assigned Officers' security clearances. As a result of the off-setting of the second cohort into March 2022, Table 2 depicts the shifted deployment plan commencing the second cohort in March 2022 but keeps the bi-monthly cadence agreed by SPTTC, and also extrapolates the SPTTC target out to May 2023 in line with the scope of the Plan.

Table 2 shows only those months in which deployments are expected to occur. Yellow cells show the original anticipated deployment numbers of the first cohort of fifty (50) officers. Incorporating this approach, the SPTTC expects the target of 175 SPS officers deployed be achieved by the first week of January 2023 with a total of 295 deployed by the first week of May 2023.

**Table 2. Expected Deployment Cohorts - Number and Cadence**

Year	2021	2022						
Month	Dec	Jan	Mar	May	Jul	Sept	Nov	
Cohort #	1		2	3	4	5	6	Total
# SPS Assigned Officers	29	12	20	25	30	30	35	190
			9					

Year	2023				
Month	Jan	(extrapolated)		Total 2023	Total (all)
		Mar	May		
Cohort #	7	8	9		
# SPS Assigned Officers	35	35	35	105	295

Although initial planning indicates that cohorts 2 and 3 may not achieve the cohort size shown in Table 2, work will be undertaken to ensure that there is a process to adjust cohorts, as possible, to achieve the expected SPS deployments. In addition, as it is known cohort 2 is projected to deploy at the end of March 2022 and the SPTTC expects that targeted 175 SPS officers be deployed by the first week of January 2023, adjustments will be necessary to the cohort deployment start dates to take place earlier within the month in order to meet the target expectation.

Planning considerations for an unprecedented transition of policing services are complex and considerable. Of paramount importance in developing and implementing the Plan is to ensure public and police officer safety at all times. In recognition of this foundational planning principle, all parties concur that service levels must be maintained throughout the transition.

Additional guiding principles are that the transition progresses in an “orderly, efficient and timely” manner as agreed by the SPTTC, and that transition decision-making and risk-mitigation are informed by perspectives from all key stakeholders.

**Collaborative Review**

The Province, the RCMP, and the SPS have key roles and responsibilities when it comes to monitoring SPS cohort implementation to achieve the SPTTC target and ensure public and officer safety.

For the police agencies, the SPS will continually monitor several factors including SPS hiring and training; and the RCMP will continually assess factors such as impacts to operations, onboarding and orientation processes, and security clearance processes. In the Director's statutory capacity to superintend policing and ensure adequate and effective policing is maintained, factors such as transition progression and broader regional/provincial context for example, will be continually considered.

### **Cohort Implementation Impacts**

Should any issue arise from RCMP or SPS that is anticipated to negatively impact implementation of the cohort deployments as represented in this Plan, Table 2, and/or SPTTC expectation that the targeted 175 SPS Assigned Officers be deployed by the first week of January 2023, they will be raised to the SPTTC in writing within two business days (48 hours).

The SPTTC, in discussion with the RCMP and/or the SPS, will determine if a full analysis or additional briefing is required. The SPTTC will consider factors, challenge, identify, assess, guide, and negotiate the development of approaches to address the identified barriers to cohort and SPTTC target implementation. Ensuring transition progress while maintaining public safety are foundational factors to this process.

### **SPS Assigned Officer Deployment Schedule**

Further detail on the ranks and units of these agreed deployments of SPS Assigned Officers are outlined in Annex 3. While the deployment schedule provides sufficient detail to enable implementation, it recognizes and addresses the operational requirements and authorities of both the RCMP and the SPS.

s. 15(1), 16(1)

The assignments for SPS Assigned Officers make up 65% of total Frontline core policing officers and 19% of officers in Community Services. SPS Assigned Officers will make up 16% of Investigative Services. There are multiple benefits to selecting primarily Frontline positions for the initial deployment placement. These benefits have been identified as follows:

- Majority of regular Member positions at Surrey Detachment are Frontline, thus it's logical to commence filling these larger numbers early.
- Frontline policing is the foundation of all policing services and where police officers most often commence their careers.
- Frontline policing is consistent across most agencies, allowing for greater synergy with experienced officers during transition.
- Uniform positions provide SPS greater community interaction and visibility.


**Next Step:** The Working Group will engage the RCMP and the SPS to complete the deployment schedule (Annex 3) for the remaining SPS Assigned Officers to be deployed and to address gaps where targets for specific cohorts have not been met.

## Aligning Ranks for SPS Assigned Officers


One of the complexities in planning the deployment of SPS Sergeants is consideration for differences in organizational structures. The SPS does not have the rank of Corporal, whereas the RCMP does. This means the RCMP and the SPS needed to establish consistent criteria for the deployment of SPS Sergeants. The RCMP and the SPS have agreed the role of the SPS Sergeant is a hybrid of the RCMP Corporal and Sergeant roles. As such, a number of SPS Sergeants are identified in the deployment schedule (Annex 3) and were selected based on their job functions, knowledge, skills, abilities, and experience. This approach will be implemented in further planning for SPS Assigned Officers deployments.

### Deployment of Senior Ranks

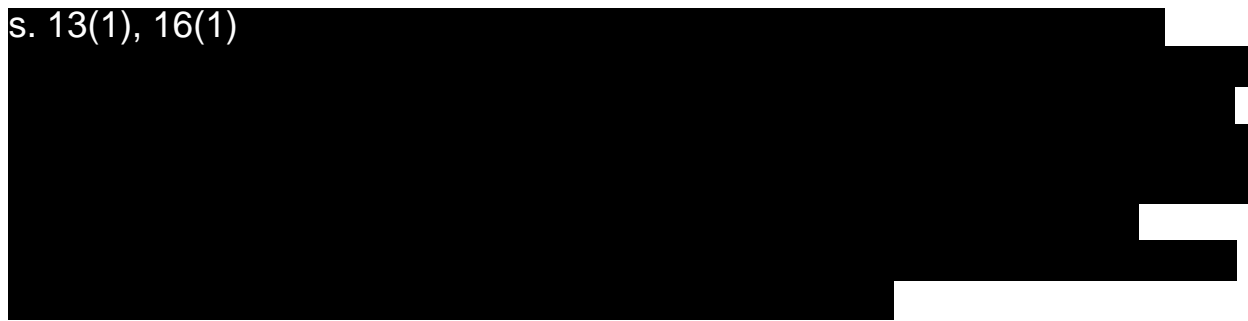
s. 13(1), 16(1)



s. 13(1), 16(1)



s. 13(1), 16(1)



**Next Step:** The Working Group will s. 16(1)





# DEMOBILIZATION OF RCMP REGULAR MEMBERS

As noted above, for the purposes of this Plan the Surrey RCMP Municipal Police Unit has an authorized strength of <sup>s. 15(1)</sup> for municipal policing in Surrey. As SPS Assigned Officers are deployed within the Surrey RCMP Municipal Police Unit and progressively assume duties the RCMP will make commensurate reductions of its strength (demobilize). The practical implementation of RCMP Member demobilization may take place through Member attrition and/or Member redeployments or transfers. The formal authority and process for achieving reductions in the Surrey RCMP Municipal Police Unit is governed by MPUA, Article 6 and MPSA, Article 5.

RCMP Member demobilization is informed by a number of factors. Noted above, a target goal of maintaining 734 combined RCMP/SPS FTE Utilization and Officer Headcount will guide RCMP demobilization. The incoming SPS deployments will bring the overall level of police resources back up to the targeted level and enable further demobilizations as subsequent SPS Assigned Officers are deployed. Should any SPS Assigned Officers be withdrawn or their temporary assignment has ended, these SPS Assigned Officers may be replaced, per the terms of the BC-Canada and BC-City MOUs, to ensure alignment with the HR Plan. Should there be a barrier negatively impacting SPS Assigned Officer deployment/replacement, RCMP demobilization may likewise be impacted. It will also inform reductions to be initiated by the formal processes outlined in the MPUA and MPSA, to amend the authorized strength recorded in Annex A. It has been agreed that operational considerations require that there may be a lag between SPS Assigned Officers deployments and demobilization of RCMP Regular Members in the Surrey RCMP Municipal Police Unit. However, the underlying principle is that commensurate reductions will occur while preserving officer and public safety and adequate and effective policing service levels as noted in the Preface.

Table 3 provides a summary of the expected number and cadence of RCMP Regular Members demobilization from the Surrey RCMP Municipal Police Unit. A total of 297 RCMP Members is expected to be demobilized by May 2023 . The first cohort comprises RCMP Regular Members who have already been effectively demobilized through attrition, transfers or other means. Timing of demobilizations of cohorts 2-7 will be informed by the timing of SPS Assigned Officers cohort deployments.

# s. 15(1), 16(1)

Timing of demobilizations has a considerable impact on budget allocations. The City and the RCMP have respective authorities and obligations per the MPPA with respect to the financial impacts arising from the use of mechanisms of this nature.

The SPS Assigned Officer deployment schedule (Annex 3) includes critical information that is required to effectively begin specific RCMP demobilizations. This includes specific units, ranks and timing for each cohort. The deployment schedule provides certain advantages in the planning for the RCMP demobilization of positions from specific units.

First, the structured cadence to the schedule provides appropriate time for the RCMP to work with identified Members to consider their individual circumstances and career preferences, identify a posting commensurate with their experience, and complete the transfer process.

Second, as the Plan identifies cohorts to the end of May 2023, the E Division RCMP Career Development and Resourcing Section (CDRS) can look at longer term planning considerations for specific Members who have expressed interest in cost moves and initiate planning well in advance of the Member's anticipated transfer timeframe.

Based on the confirmed SPS Assigned Officers Deployment Schedule and the strategic planning for transfers already contemplated, the RCMP will pair RCMP opportunities with Members identified for demobilization. From there, the transfer processes will begin.

The number and timing of RCMP demobilization ensures target service capabilities are maintained.

## **RCMP Strategic Transfer Planning**

The CDRS is overseeing the development and implementation of the transfer plans for Surrey RCMP Members.

The RCMP's Chief Human Resource Officer has guided CDRS to consider retention as the cornerstone in developing these strategic plans. Accordingly, the RCMP's redeployment strategy for Surrey Members has advanced based on the career interests expressed by Surrey Members, as well as other factors that affect retention and alignment with organizational needs.

Beginning in 2020, several initiatives were implemented to engage Members and inform the transfer planning processes including focus groups, surveys, individual questionnaires and personalized staffing interviews with Members in Surrey Detachment. Using this information, CDRS planning has focussed on understanding and maintaining an inventory of Member posting preferences. The vast majority of Surrey Members prefer a posting in the Lower Mainland District (LMD), which can be achieved gradually over time. This ensures stability of other RCMP Detachments in the LMD while allowing for movement and creation of opportunities. The RCMP is also mindful of the Province of BC's stated desire to have as many RCMP officers as possible remain in BC.

E Division CDRS processes over s. 15(1) transfers each year and, as such, the RCMP's established internal lateral transfer processes and existing CDRS staffing practices will be utilized to guide the transfers for Surrey Members. In addition, because the transition involves organizational change for the RCMP, Surrey Members will be given priority status due to the transition, which also creates specific efficiencies in transfer planning.

RCMP Career Advisors will ensure Surrey transfers are processed efficiently, consistently and transparently with Members. These Advisors have been regularly monitoring staffing actions such as promotions, transfers and staffing levels at RCMP Detachments within the LMD and throughout the other districts in E Division in anticipation of expected transfers out of the Surrey Detachment to inform available or projected transfer opportunities for Surrey Members.

### **Transfer Processes**

Identified RCMP Members will be contacted directly to work with a Career Advisor on their transfer options. At that time, discussions will occur regarding available opportunities and approximate timelines for redeployment.

Generally, transfers not involving a relocation, termed 'no cost transfers', typically have a placed-in-Detachment (PID) date of 30 days from notice of transfer and transfers involving a physical relocation ('cost transfers') typically have a PID date of 90 days. It is anticipated that standardized timeframes for transfers may need to be adjusted due to the volume of transfers contemplated at one time and the defined cadence of transition related to each SPS cohort integrated into the Detachment. Additionally, the RCMP will schedule actual deployment dates to align with expected handover timeframes with deployed SPS officers.

### **Continuous Improvement**

The RCMP has engaged the National Police Federation (NPF), who is the labour representative for RCMP Membership, to proactively examine specific HR planning considerations arising from the Surrey Police Transition Project. Analysis and recommendations relating to those issues will be relayed to the RCMP project team on a regular basis and/or RCMP HR management as required.

The RCMP intends to evaluate its processes after the first RCMP Members are redeployed in 2022, with the intent to analyze implemented processes against stated plans. The RCMP will apply any learnings and efficiencies to future redeployments of RCMP Members.

Human Resources Strategy and Plan	Page 20 of 54
CONFIDENTIAL DO NOT COPY OR DISTRIBUTE	2022-04-05

## RECRUITMENT OF SPS ASSIGNED OFFICERS

To support the implementation of the transition, and in particular to ensure that appropriately qualified sworn officers are available for assignment to the Surrey RCMP Municipal Police Unit in the first phase of the transition, SPS has developed comprehensive recruitment, orientation and training processes and capabilities.

SPS's recruitment strategy for the first phase focuses on experienced officers from the RCMP, municipal police services, and other policing organizations in BC and across the country. To date, successful candidates have been selected from over seventeen different policing organizations. This has the dual benefits of minimizing regional impacts to any given police agency from which officers may wish to transfer to SPS and provides for diverse experience to be brought into the SPS' organizational culture.

Due to the long lead time for selection and training of new recruits that will begin in 2022, they will not be available for deployment until completion of their police academy training at the Justice Institute of BC (JIBC) and orientation and training with SPS. They form a much smaller part of the recruitment process to date **s. 15(1), 16(1)**

SPS is well placed to meet its obligations to recruit, hire, train and orient its experienced sworn officers to support the Plan. This chapter summarizes the comprehensive processes used by SPS to meet its obligations to provide appropriately qualified officers for assignment to the Surrey RCMP Municipal Police Unit in phase I.

### Recruitment, Hiring and Training of Experienced Officers

SPS has developed an extensive recruitment hiring, orientation, and training structure to support the employment of experienced officers. It has established an inclusive recruitment process for experienced officers to meet the SPS's public safety commitments by identifying and hiring the best and most qualified applicants. The process for experienced officers has multiple stages outlined in the following section and is a progressive model. Candidates do not advance in the process to the next step unless they fully meet the requirements of the step on which they are being evaluated. The recruitment process for experience officers is also subject to flexible revision to incorporate leading practices, continuous improvement, and evolving policing standards. In addition, the SPS has sought and received RCMP input to inform its process.

SPS defines an experienced officer as a sworn police officer (or someone who has been employed as a sworn police officer within three years of their application to SPS) of a Canadian police department whose training and minimum standards are equivalent to that of a BC municipal police department.

SPS has created job postings to communicate to the public the opportunities available for experienced officers and these postings are used to generate a candidate pool for evaluation by the SPS recruitment unit. Postings may be broad (e.g., experienced constables) or specific to an area of expertise (e.g., Sergeant responsible for officer wellness). SPS uses a variety of communication channels to publicize job postings (e.g., posters, print media, social media, websites) but all applications are managed online through an application portal. SPS has hired and continues to hire skilled and diverse teams of experienced officers (Table 4). Experienced Officers hired to date range in rank and experience from 4<sup>th</sup> Class Constables to Superintendents. SPS also has a process for internal promotions into more senior ranks.

**Table 4. Skills and Experience of SPS Hires**

Ranks	Skills and Experience
<b>Superintendents and Inspectors</b>	<ul style="list-style-type: none"> <li>• Experience leading teams in Major Crimes, Drugs and Organized Crime, Sex Crimes and Crimes Against Vulnerable Persons and Integrated Units.</li> <li>• Accredited Team Commander. Members of the Major Case Management Committee.</li> <li>• Significant experience in high-risk areas including Forensic Interviewing, Part VI, Under Cover Operations, Confidential Informants, and Agents.</li> <li>• Have held a management position at Surrey RCMP Detachment Major Crime Section.</li> <li>• Speak multiple languages.</li> </ul>
<b>Staff Sergeants</b>	<ul style="list-style-type: none"> <li>• Typically have 17-25 years progressive policing experience.</li> <li>• Have led teams in Major Crimes, Drugs and Organized Crime, Sex Crimes and Crimes Against Vulnerable Persons including Integrated Child Exploitation.</li> <li>• Accredited Team Commanders and some were engaged in the TC application process.</li> <li>• Significant experience in high-risk areas including Forensic Interviewing, Part VI, Under Cover Operations, Confidential Informants, and Agents.</li> <li>• Subject Matter Expertise in Electronic File Management and Disclosure, Clandestine Lab Investigations, Child Interviewing and Undercover Operations.</li> <li>• Some held Senior NCO positions at Surrey Detachment or other RCMP Detachments.</li> </ul>
<b>Sergeants</b>	<ul style="list-style-type: none"> <li>• Typically have 11 – 24 years of progressive policing experience.</li> <li>• Have supervised investigators in GIS, Major Crimes, IHIT, Sex Crimes, Domestic Violence, Sophie’s Place – Child Protection Team, Child Exploitation, Robbery, Drugs, Proactive Enforcement, Criminal Intelligence, CFSEU and Surveillance.</li> <li>• Subject Matter Expertise in Forensic Interviewing, Child Exploitation, Missing Persons Investigations, Clandestine Lab Investigations, Organized Crime, Financial Crime, Undercover Operations, Confidential Informers, and Professional Standards</li> <li>• Four of the Sgts. have held NCO positions at Surrey Detachment within the past two years.</li> <li>• Team Commander Accreditations and Accredited TC.</li> </ul>
<b>Constables</b>	<ul style="list-style-type: none"> <li>• Typically have 6 – 15 years policing service.</li> <li>• Have experience in Major Crime, Drug, Organized Crime, and Gang Suppression investigations.</li> <li>• Offer skills including affiant, file management, interviewing and surveillance.</li> </ul>

## Recruitment During COVID-19 Pandemic

The COVID-19 pandemic has given rise to significant health and safety risks in the workplace. SPS continues to implement precautions for the protection of the health and safety of its employees and those with whom they interact from the hazards to health, safety, and life posed by COVID-19. Vaccination is a key element in the protection against the hazards to health, safety and life posed by COVID-19.

SPS provides a safe and healthy workplace. As part of SPS's commitment, it requires new hires to be fully vaccinated for COVID-19 as a condition of employment. An individual is fully vaccinated seven (7) days after they have received all required doses of an approved vaccine. An approved vaccine means a COVID-19 vaccine that has been approved for use by Health Canada.

If a job applicant progresses to a step in the recruitment process where they are required to have in person contact with an SPS employee, contractor, or other applicants, they are required to provide proof of vaccination (i.e., government-issued documentation which indicates that they have been vaccinated with an approved vaccine) to the SPS in advance of that in person contact.

### Recruitment steps for experienced officers

There is a seven-step recruitment process for all experienced officers culminating in the employment offer process (Figure 1). A more detailed summary of the main steps in the process is included in Annex 1. In addition to the steps shown in Figure 1, experienced officers can attend an information session to learn more before submitting their application.

Once these nine steps are completed a post hire process is initiated which includes a probationary period and onboarding activities and training. SPS currently has all experienced officers complete a twelve-month probationary period. Job performance is reviewed on a regular basis (at minimum twice per annum). Experienced officers are provided with development feedback and support from their supervising officer and assessed for their ongoing suitability.

**Figure 1. SPS Recruitment Steps for Experienced Officers**



Once hired, experienced officers also attend a four-week training course focused on orientation, policy alignment and completion of any necessary recertifications to ensure they are fit for duty.



## Recruitment, Hiring and Training of New Police Officer Recruits

In addition to the focus on hiring experienced officers and the detailed process for this outlined in the previous section, the SPS is also preparing to hire, train and onboard new police officer recruits. SPS has developed an inclusive, multi-step recruitment process that will be periodically updated to reflect feedback from recruit candidates, and SPS/RCMP supervisors and leading policing practices and standards for new officer recruitment.

As with experienced officers, the process is progressive with recruits needing to be approved and completed at each stage of the process before advancing to the next step.

SPS commended the recruitment process via a general job posting to communicate recruit opportunities. SPS also began a targeted recruitment initiative to reach potential SPS officers within traditionally underrepresented and underserved communities within Surrey, as the goal is to ensure that the SPS has officers that reflect the diversity of the community they serve.

### Minimum Qualifications

Candidates for new police officer recruits must meet the following minimum qualifications:

- 19 years of age or older;
- Canadian Citizen or Permanent Resident;
- Physically fit and in excellent health;
- No criminal convictions for which a pardon has not been granted;
- No adult criminal charges pending;
- A valid class 5 drivers' licence with no restrictions (N, L) and good driving history with a minimum of three years driving experience; and
- No history of improper conduct or poor employment, or negative military, educational or credit issues.

In addition to the minimum qualifications the following minimum educational standards must also be met by all police officer recruits.

- Grade 12 graduation or equivalent (GED);
- Minimum of 30 post-secondary education credits or an equivalent combination of education, training and experience; and
- If educated at an institution outside Canada – equivalency of international education must be evaluated. International Credential Evaluation Service (ICES) is the preferred standards, but consideration will be given to any evaluators approved by the Alliance of Credential Evaluation Service of Canada (ACESC).

If a candidate meets the minimum qualifications and minimum educational standards, they must also meet the following physical standards before their application will be advanced.

Human Resources Strategy and Plan	Page 25 of 54
CONFIDENTIAL DO NOT COPY OR DISTRIBUTE	2022-04-05

- Candidates with uncorrected vision must have 20/40 with both eyes open, with one eye – no worse than 20/100
- Candidates with corrected vision must have 20/20 with both eyes open, with one eye – no worse than 20/40
- Peripheral vision must meet 150 continuous degrees along the horizontal median binocularity and 30 degrees above and below the fixation point.
- Binocular vision must meet stereo acuity of 100 seconds of arc or better (i.e., pass the TITUMS or RANDOT circles tests).
- Hearing must be intact with loss no greater than 30 decibels in both ears in the 500-3000 hertz range.

Candidates demonstrating that they meet all educational, minimum qualifications and physical characteristics will be eligible to move to the next stage. As part of SPS’s commitment to address health and safety risks associated with COVID-19, new recruits are also required to be fully vaccinated for COVID-19 as a condition of employment. “Fully vaccinated” is defined as having received all recommended doses of Health Canada approved vaccines as outlined by the Provincial Health Officer at least seven days prior to beginning employment.

Candidates will be required to submit proof of vaccination prior to any in person contact with an SPS officer, contractor, or other applicants.

There is a comprehensive process to recruit and hire new police officers for SPS, several of the steps are similar to that of experienced officers but have processes and forms tailored to recruits. The primary steps of the process are outlined in Figure 2 with further detail on each step provided in Annex 2.

**Figure 2. SPS Recruitment of Recruits New to Policing**



All successful recruits have a 24-month probationary period. Job performance is reviewed on a regular basis (minimum of twice per year) within SPS, and additional reviews are required by the JIBC. Recruits are provided with development feedback by their Field Trainers and Supervising Officers.

## Recruit Training

Once hired, recruits attend three blocks of training at the JIBC Police Academy. Recruits receive compensation and benefits from SPS while undergoing training at the JIBC. Recruits must pay for their tuition for the JIBC Police Academy.

- Block I: recruits attend 14 weeks of basic recruit training at JIBC Police Academy with an emphasis on police skills, legal studies, and physical fitness.
- Block II: recruits return to SPS as their home department for 20-22 weeks of on-the-job training paired with an SPS Field Trainer.
- Block III: recruits return to JIBC Police Academy for a further 9 weeks of advanced recruit training. Following block III, the recruit graduates as a “Certified Municipal Constable.”
- One year after graduation recruits complete Block IV and graduate as “Qualified Municipal Constable.”

Following the formal training through the JIBC Police Academy, recruits receive follow up pre-deployment training and preparation and further orientation and operational training from SPS Training Officers. Mentors are assigned to Certified Municipal Constables. A plan for field training for SPS certified constables is in development. SPS will be ready to deploy 13 certified constables in 2022 and a further 13 by May 2023. If and when these will be included in the deployments in phase I is to be confirmed following finalization of the field training plan.

## HUMAN RESOURCES PRACTICES AND PROCESSES

The Human Resources (HR) components associated with the Surrey Transition Project are considerable, requiring on-going collaboration between the RCMP and the SPS for the duration of the transition. s. 16(1)

Therefore, the HR timeline provided in Annex 8 and discussed in this section will be updated once the Plan is endorsed and more information is confirmed.

In addition to the significant yet independent HR components for each agency, there are numerous HR elements that are interdependent and must occur with a common understanding of the overall HR requirements for integrating SPS Assigned Officers into the Surrey RCMP Municipal Police Unit.

Comprehensive planning has been undertaken to identify the key steps for onboarding, deployment, and demobilization. There are three key steps completed by SPS prior to engagement with RCMP, three pre-deployment steps led by RCMP and three focused on collaborative review and training for deployment. The final step is RCMP demobilization. The steps are outlined in the HR processes timeline (Annex 8). Some steps are advanced concurrently whereas others must occur sequentially.

The HR processes are:

- SPS recruitment;
- SPS security clearance;
- SPS onboarding training and certification;
- RCMP security clearances;
- SPS/RCMP Fit for Assignment reviews;
- SPS/RCMP alignment training to deploy into RCMP Detachment;
- RCMP Surrey Detachment Onboarding;
- RCMP Surrey Detachment Orientation;
- SPS/RCMP additional training for deployment; and
- RCMP demobilization.

The time required for these processes is broadly consistent for all SPS Assigned Officers with the exception of the RCMP security clearances. The time required for these clearances is dependent on the prior security clearance status of the Officer being assigned. Outlined below are the groupings of Assigned Officers for the purposes of RCMP security clearances.

Human Resources Strategy and Plan	Page 28 of 54
CONFIDENTIAL DO NOT COPY OR DISTRIBUTE	2022-04-05

## Experienced Police Officers

**Group 1** – these may be former RCMP or former municipal or other police officers who currently hold or have held a valid RCMP security clearance within 12 months.

**Group 2** – these may be former RCMP or former municipal police or other police officers, but they have not held a valid RCMP security clearance within one year.

**Group 3** – All new recruits who will attend the Justice Institute of British Columbia (JIBC) Police Academy for extensive police training. s. 16(1)

SPS is seeking to commence training of up to a maximum of 26 recruits in 2022 and as part of their training to the Standard these recruits would need to be deployed with an SPS certified field trainer in their “home department” (terminology referred to in the Standard). It is important to note that recruits undertaking field training as part of Block 2 of their training are not qualified municipal constables and as such cannot occupy an FTE role or officially assume duties within the Surrey RCMP Municipal Police Unit. s. 16(1)

**Next Step:** RCMP and SPS will work together to develop and agree a plan for deployment of SPS recruits for field training before the end of May 2023. This section of the Plan provides an overview of the policies and practices to be applied during phase I, the fit for assignment process, and the onboarding processes.

The timelines to prepare each Group for deployment are summarized in the chart below. Annex 8 contains a more detailed breakdown of timelines for the steps involved.

s. 13(1), 16(1)

\* Includes all steps for training, fit criteria assessments, onboarding, and orientation.

The timeline for security clearance has not been included in the summary table above but is noted in Annex 8. s. 13(1), 16(1)

# s. 13(1), 16(1)

**Next Step:** Review and update the HR Timeline to reflect the time needed for key HR steps in the deployment process once further information is confirmed.

## **Onboarding Processes**

Onboarding SPS Assigned Officers to the Surrey RCMP Municipal Police Unit occurs after the officers have received their RCMP security clearance and the Fit for Assignment review has been completed, which confirms the SPS officer's assignment.

The onboarding process includes completion of several elements to ensure that SPS Officers have the required tools, access, and equipment for their assignment into the Surrey RCMP Municipal Police Unit. The primary responsibility for onboarding processes falls to the RCMP, with support from SPS, in providing relevant forms and attestations.

Two forms are required for RCMP to initiate the onboarding process:

- signed "Annex 'A'" of the Assignment Agreement; and
- HRMIS # (assigned once security clearance granted).

Once a HRMIS number is provided, SPS Assigned Officers must complete a package of forms and return the package to the Detachment. Original signatures are required to advance these forms, which are critical to ensure all SPS Assigned Officers have the required RCMP equipment, as well as appropriate access to relevant RCMP systems. Note: The RCMP equipment is in addition to the Personal Use equipment provided to SPS Assigned Officers by SPS, which is outlined in Annex B of the Assignment Agreement.

At a mutually agreed upon time, the SPS Assigned Officers submit the completed hard copy forms at the Detachment. They also have their photo taken for their temporary RCMP identification.

The completed hard copy forms will be sent to the appropriate unit within the RCMP for processing and follow up and include:

- Instruction sheet;
- Personal & Emergency Contact Information form;
- Justin - Court Availability form;
- Statement of Agreement, Access to RCMP Information Technology Systems and Data;
- Acceptable User Practices for RCMP Information Technology;

- ROSS & other Systems Access Applications;
- Public Key Infrastructure Certificate Application;
- PRIME User Access Application;
- IntelliBook/IntelliScreen User Access Application;
- Cell Phone Order;
- Surrey Detachment User Access Authorization; and
- Conditions of Issue – Building Security Badge (building access card).

These items are processed by units within E Division that are responsible for providing services to all of BC. The current timeline for completion of the above onboarding requirements is three weeks. This timeline may be subject to change depending on the size of individual cohorts, as well as other workload pressures on individual units.

### **Detachment Orientation**

Once the onboarding processes are complete, all SPS Assigned Officers in the cohort participate in a mandatory three (3)-day orientation (Annex 9) which covers a variety of information about the detachment, including overviews of applicable units, communications, COVID protocols, and operations support.

### **Training for Deployment**

The training requirements will be assessed for each cohort to ensure efficiencies are realized in the scheduling and delivery of any training requirements.

Additional time can be set aside for any SPS Assigned Officer requiring specific RCMP on-line training prior to deployment. In some circumstances, there may be agreement between the RCMP and the SPS to have SPS Assigned Officers take some of the required training elements within a window of time immediately following their deployment. This will ensure SPS Assigned Officers can be deployed in an efficient manner, while also balancing public and officer safety.

### **Deployment with RCMP Mentor**

Once all of the above requirements have been completed, the SPS Officer will be deployed as per the agreed upon assignment, shift schedule and start time. An RCMP mentor is assigned to each SPS Assigned Officer in the Fit for Assignment process.

SPS Assigned Officers work alongside their mentors for a minimum of one block, or 48 hours of on-duty work, to ensure certain aspects of the working environment are reviewed. A Mentor Checklist captures the aspects of orientation completed by the Mentor (Annex 10). At the conclusion of the block, an assessment is made by the RCMP Duty Officer, RCMP Watch Commander, SPS Supervisor, the RCMP Mentor and the SPS Officer to determine whether to continue with the mentor. Any additional time spent with a mentor will be based upon the individual needs of the SPS Officer.



## Collaborative Fit For Assignment Process

The intent of the ‘Fit for Assignment’ process is to ensure a comprehensive review is undertaken by SPS and the RCMP, in line with Article 3 of the Assignment Agreement, in order to ensure the appropriate placement of SPS Assigned Officers into the Surrey RCMP Municipal Police Unit and to complete these reviews with a collaborative discussion between the two agencies.

The intent of both the SPS and the RCMP is to ensure the fit for assignment processes are consistent, efficient and jointly confirmed.

SPS Assigned Officers are evaluated by the parties on:

- Related job experience and qualifications for the role, as outlined in a detailed CV;
- Current training status captured in a Training Attestation form;
- Requirements for personal accommodation (e.g., watch flexibility, vacation limitations, etc.);
- Other considerations provided in the SPS Attestation form; and
- SPS’s proposed assignment of the Officer (including watch and operational area).

Additional considerations regarding assignment include RCMP Surrey Detachment operational pressures, and, when applicable, the composition of the watch or unit to ensure balance for operational optimization.

### SPS Fit for Assignment Process

In alignment with the deployment model, the RCMP provides relevant job descriptions or competencies to SPS for the positions to be assigned to SPS Officers. SPS then undertakes reviews to confirm the appropriate officers for assignment.

To identify officers for assignment, senior SPS Officers balance the resources across the watches considering individual skills sets, work experiences, training, operational needs, and personal requirements, such as childcare needs, relationship requirements, and previously booked vacations or special commitments for each officer.

SPS also ensures that its officers will be assigned alongside other SPS Assigned Officers to provide support and opportunities to establish cohesive working relationships amongst SPS personnel. As deployments progress, opportunities to evolve the organizational culture will be self-sustaining.

At an appropriate time in the HR onboarding timeline (i.e., at a minimum to ensure final decisions are mutually agreed upon before the SPS’s Collective Agreement requirement of 30 days’ notice of shift change is triggered), SPS will advance information to the RCMP about SPS Officers deploying in any given cohort.

Once the SPS Assigned Officers are identified, the RCMP is provided with names and proposed assignments of the SPS Assigned Officers, along with the following information, in an agreed upon format:

- CV;
- Training Attestation; and

Human Resources Strategy and Plan	Page 32 of 54
CONFIDENTIAL DO NOT COPY OR DISTRIBUTE	2022-04-05



- SPS General Attestation (e.g., medical attestation, COVID-19 Vaccination, etc.).

Samples of the above documentation is provided in Annexes 4, 5, and 6, respectively.

### **RCMP Fit for Assignment Process**

The above completed forms are then advanced to the RCMP Surrey Detachment’s “*SPS Fit Review Committee*” (“the “Committee”), established for the express purpose of providing a thorough and efficient review of the SPS cohort in order to confirm the assignment placement. The Committee consists of the RCMP Surrey Detachment’s Senior Operations Officer as well as the Detachment’s four (4) Superintendents. The Committee reviews the SPS Assigned Officers’ CVs, training, and other attestations to confirm experience, training and operational status.

The Committee also assesses Detachment operational pressures, and, when applicable, the composition of the watch or unit to ensure balance for operational optimization.

Once this review is completed, the Committee completes the Fit for Assignment form (Annex 7), indicating the SPS Assigned Officer is either confirmed for the proposed assignment or selected for an alternative assignment. If the officer is not confirmed in the proposed assignment, a rationale for this decision is communicated to the SPS and documented briefly in the form, and an alternative assignment is identified and agreed with the SPS. The form is then co-signed by the RCMP and the SPS to finalize the decision.

In addition, during this review, the Committee assigns an RCMP Mentor to the SPS Officer and provides details regarding any additional training required for deployment. The completed form is stored in the SPS Assigned Officer’s RCMP personnel file at the Detachment. SPS will communicate the assignments to the officers in the cohort and provide notice as required by the collective agreement.

## **Policies and Practices**

In support of achieving the successful assignment of SPS Officers to the RCMP, collaboratively established tactical human resources (HR) practices need to be implemented by the parties to ensure effective operations and to minimize workplace confusion or misalignment. Informed decision-making on HR issues when SPS Assigned Officers and RCMP Members are working in integrated environments benefits all parties.

### **Context**

The alignment of HR policies and practices for the assignment of SPS Officers to the RCMP workplace is complicated by the different external governing bodies for HR standards for SPS and the RCMP.

For example, SPS is provincially regulated for matters such as labour law (the *BC Labour Code*), human rights (the *BC Human Rights Code*), employment standards (the *BC Employment Standards*), employee discipline (the *BC Police Act*), and workplace safety (the *BC Workers Compensation Act*). The RCMP falls under the *Canada Labour Code, Part II*, and its applicable regulations, including but not limited to the *Canada Occupational Health and Safety Regulations* (COHSR), the Policy Committees, Workplace Committees and Health and Safety Representatives Regulations, and the new *Work Place Harassment and Violence Prevention Regulations* (WPHVPR). In addition, both employers have officers represented by different unions (SPS - Surrey Police Union; and RCMP - National Police Federation).

Previous legal decisions have confirmed the primacy of the Police of Jurisdiction (POJ) in the workplace. Therefore, while the RCMP is the POJ, assigned SPS Assigned Officers are expected to meet RCMP policies while also meeting SPS's policies. In some cases, SPS policies take precedence for Assigned Officers per section 2.16 of the Assignment Agreement, which is excerpted for reference below.

2.16 During the Assignment, Assigned Officers will not be required to follow the RCMP's policies only in the following instances:

- a) For the use, training, care and maintenance of SPS-issued intervention equipment;
- b) Where there is a conflict between a specific SPS and RCMP policy, the SPS policy meets or exceeds the RCMP's policy and complies with the BC Provincial Policing Standards, the SPS policy would not be contradictory to a requirement imposed by law or negatively affect the RCMP's ability to deliver effective or efficient police services, and the Member-in-Charge of the Surrey RCMP agrees, in consultation with SPS, that Assigned Officers may follow the specific SPS policy; and
- c) For matters related to the terms and conditions of employment in the SPS Collective Agreement.

In all other respects the RCMP policies will apply to SPS Assigned Officers.

**Policies**

The SPS and its Assigned Officers have been provided the RCMP policies each officer must be familiar with and follow during their assignment in order to be operational to RCMP standards.

Both parties will ensure that the Assigned Officers have time to review and query the policies to clarify expectations. In addition, a portion of the orientation process has been dedicated to reviewing some of the critical RCMP policies. If RCMP policies are amended while the joint SPS-RCMP Plan is in place, the RCMP will advise the SPS and provide additional information and training as required for SPS Assigned Officers.

**Practices**

Discussion and information sharing continues to develop optimal human resources practices.

HR practices by their nature are more flexible and are unique to each organization. In the assignment model, some practices for each party will need to be aligned to ensure operational goals are met (e.g., vacation scheduling), while other practices (e.g., the payment of overtime) can remain specific for each party.

SPS and the RCMP have engaged in extensive discussions to confirm the human resources practices outlined in the Workforce Administration Chart (Annex 11). The chart provides a comprehensive overview of the administrative components of SPS and RCMP working together with the RCMP as the POJ. It outlines processes and procedures as required. This chart has been advanced collaboratively between SPS and RCMP, and the parties intend to continue these collaborative discussions, independent of the established working groups. The evolving collaboration process on these HR areas has proven effective at advancing complex considerations for creating practical/joint applications in an integrated and transitioning workforce comprised of two separate agencies.

As this chart only contemplates the first phase of the policing transition with the RCMP as POJ, in the majority of these functions, the RCMP processes do not change, other than potentially sharing documentation with SPS. While SPS has modified some of its practices to support the RCMP model of operations, there are many areas where the parties have recognized the benefit of maintaining separate processes.

The draft chart has been shared with key stakeholders including senior Officers (RCMP and SPS), the unions, and supervisors (RCMP and SPS).

Both parties are cognizant that currently established HR practices may evolve as the transition progresses, and as such, there is mutual intent to ensure a continuous evaluation of the feasibility of these administrative components. This process will include regular check-ins to ensure the needs of all parties (SPS, RCMP, unions, and Officers) are met.

## **Collaborative HR Reviews of Deployment**

To support the effective and efficient assignment of SPS Officers to the Surrey RCMP Municipal Police Unit, a timely, collaborative evaluation of the deployment process will be put in place. A robust evaluation is of value to all parties. The proposed Process Evaluation (“Evaluation”) is intended to assess the success of the overall assignment model and to jointly identify areas of strengths and opportunities for improvement as deployments progress.

It will not evaluate the individual performance of RCMP Members or SPS Assigned Officers, nor will it evaluate any individual associated with implementing the various deployment processes. The parties will use the data gathered in the Evaluation to establish joint action plans in the spirit of continuous improvement over the full cycle of the first phase of the transition.

### **Scope of Collaborative HR Review**

The parties will evaluate the following HR Process components: fit for assignment, onboarding and orientation.

The following metrics will be applied to the above areas.

- Were the steps completed as contemplated in the planning stages?

Human Resources Strategy and Plan	Page 35 of 54
CONFIDENTIAL DO NOT COPY OR DISTRIBUTE	2022-04-05

- Were the steps completed in the established timeframes?
- What improvement(s) can be made?

For the Mentor Program, the following metrics will be applied.

- Is this program proving beneficial to operational efficiency?
- Is the allotted time to review all components on the Mentor Checklist adequate?
- If any forms are required in the processes, they will be examined as follows:
  - Are the forms capturing all required data to assist in deployment?
  - Were the forms completed in timely manner and accurately?
  - Are the forms being consistently executed and stored as per the agency's policies?
- What improvement(s) can be made?

Regarding Security Clearances

- Were the steps completed as contemplated in the planning stages?
- Were the steps completed in the established timeframes?

#### *Workforce Practices*

Significant work has been completed by both SPS and RCMP to document how certain workforce administration components will be managed throughout phase 1 of the transition. The resulting Workforce Administration Chart (Annex 11) will be reviewed collaboratively by the agencies periodically throughout deployment to ensure fidelity to planned administration. The expectation is that through regular discussions, any processes or practices that need to be addressed will be done so through that forum and actioned appropriately with each agency.

#### **Collaborative HR Review Process**

Preliminary planning for these evaluations would ensure that the HR representatives from each agency establish efficient mechanisms to seek feedback based on the consistent, standardized questions (as outlined above) from the appropriate operational staff. This will include Onboarding Coordinators, Orientation Coordinators and Operations Superintendents. These SMEs (Subject Matter Expert) may seek input from other team members.

The HR and Operational HR Leads for the RCMP and SPS will meet on a regular basis to specifically discuss each evaluated component and propose amendments to the HR Processes for RCMP and SPS approval. Feedback will be documented by the respective HR leads.

#### **Timing of the Collaborative Reviews**

A preliminary timeframe of 30-60 days after each cohort is deployed has been identified, but the application of a realistic timeframe remains to be fully assessed against the confirmed deployment plan.

## Reporting on Collaborative Reviews

The parties will summarize the results of each evaluation and report to the SPTTC. The intent is not for SPTTC to examine specific instances where the process diverted from the planned approach, but to identify areas for continuous improvement and report on aggregate data on successful deployments per the evaluation criteria (e.g., for cohort 3 in 90% of cases the process was correctly implemented).

## Corrective Actions

The parties have agreed to develop, implement, and document corrective actions for the identified gaps. This will be coordinated by the HR representatives from RCMP and SPS.

**Next Step:** Confirm any additional assessment process to support integration of SPS Assigned Officers into the Surrey RCMP Municipal Police Unit and support future deployments.

Human Resources Strategy and Plan	Page 37 of 54
CONFIDENTIAL DO NOT COPY OR DISTRIBUTE	2022-04-05

# Agreement of the RCMP and the SPS to the Plan

Agreement to the Plan is noted through the signatures provided below by authorized representatives of the RCMP and the SPS. As the Plan is not a legal document signatures reflect only the understanding of, and agreement to, the accuracy of the information contained in the Plan.

for RCMP

for SPS

\_\_\_\_\_

**Dwayne McDonald**

Commanding Officer – British Columbia  
Royal Canadian Mounted Police (RCMP)

Dated: \_\_\_\_\_

\_\_\_\_\_

**Norm Lipinski**

Chief Constable  
Surrey Police Service (SPS)

Dated: \_\_\_\_\_

# ANNEXES

## 1 - SPS Recruitment Process for Experienced Officers

The recruitment process steps for experienced SPS officers are:

- **SPS Application Portal and Website** – Potential candidates review materials on the SPS career site to understand the requirements of SPS, postings and receive information that will lead to an experienced officer to consider applying for a position.
- **Information Session** – Senior SPS officers hold information sessions specifically for experienced officers to explain the process, outline the SPS policing model, detail compensation and benefits and explain the minimum standards and expectations for SPS experienced officers. All experienced officers are recommended to participate in an information session prior to applying for a position. Information sessions are also recorded and posted to the SPS site for this purpose.
- **Application Form and Integrity and Lifestyle Questionnaire (ILQ)** – Experienced officers complete an application form and an ILQ including upload of their resume, cover letter and government issued picture identification. The ILQ is included with the online application package to assess honesty, lifestyle, and integrity to ensure the applicant is suitable for employment with SPS. The application package is reviewed first by a Recruiting Unit Officer to ensure completeness and confirm the candidate meets the eligibility criteria and the minimum requirements to be considered an appropriately qualified experienced officer.
- **Behavioral Based Interview** – A panel of three senior SPS officers conduct behavioural based interviews appropriate to the position/role to which the application refers. Competency based questions and behavioural questions uncover examples of the specific experience of the candidate. The interview is approximately one hour per applicant. After the interview, the panel determines the candidates who have been evaluated to proceed to the next stage.
- **Background Investigation** – The Recruiting Unit then conducts a thorough investigation into the candidate’s background, including a police information check (PIC – Vulnerable Sector). SPS has experienced investigators assigned for this purpose. The investigation may check qualifications, training records, discipline records, resume details or verify information shared in the interview stage. The candidate must be verified through the investigation before proceeding to the next stage.
- **Reference Check** – References provided by the candidate are interviewed and additional background work is completed. Candidates are required to provide six references including a supervisor, subordinate, peer, past employer, friend, relative, landlord and/or neighbours. The Investigator makes a recommendation following reference checks which is then either accepted or declined by the SPS Department Security Officer.
- **Review of Candidate Package** – The Recruiting Officer managing the candidate’s application presents the entire application package to an Inspector and Deputy Chief Constable for review and approval.

- **Chief Constable Review** – Once the Deputy Chief Constable and Inspector approve the candidate application package the Chief Constable then reviews the package along with the recommendation from the senior officers and makes a final hiring decision.
- **Employment Offer** – Once the Chief Constable has made a hiring decision the candidate is contacted and they are asked to provide additional information (e.g., review and sign a confidentiality oath) and attest to their fitness for duty and ability to obtain and retain appropriate levels of security clearance. The Employment Agreement requires the experienced officer to follow the policies and practices of the SPS. An offer letter is provided which confirms a start date and outlining SPS deployment commitments for phase I deployment into the Surrey RCMP Municipal Police Unit under the existing MOUs and Assignment Agreement. The candidate is also advised of schedule to commence onboarding training.



## 2 - SPS Recruitment Steps for Recruits New to Policing

The bulleted list below shows a brief explanation of each of the steps to identify, recruit and hire recruits new to policing.

- **SPS Application Portal and Website** – Potential candidates review materials on the SPS career site to best understand the requirements for new recruits and the demands of being a police officer, frequently asked questions and other materials designed to help inform their decision to pursue a career in policing.
- **Information Sessions** – All recruits are required to attend an information session where the recruitment process is explained, and minimum standards and expectations for recruits are outlined by senior officers. The sessions are recorded to enable further review after the session.
- **Application Form** – Candidates complete an online application which includes preliminary security screening forms, and upload their resume, cover letter and supporting documentation into the applicant tracking system.
- **Intake Exam** – Candidates whose completed application form is accepted by SPS and meet the minimum qualifications and initial security screening then complete a three hour in person intake exam. This exam assesses the practical skills that police officers must use while performing their duties. Candidates with competitive scores will move on to the next step.
- **Physical Exam** – Candidates at this step must pass the Police Officers Physical Abilities Test (POPAT), designed to simulate a critical incident where an officer must chase, control, and apprehend a suspect. The POPAT has many components and must be completed within 4:15 minutes.
- **Integrity and Lifestyle Questionnaire (ILQ)** – Similar to experienced officers the new police officer recruits must complete an ILQ and provide supporting documentation (e.g., Birth Certificate, Driver License, and PIC Vulnerable Sector check).
- **Suitability Interview** – At this stage candidates must pass a suitability interview with a Recruiting Officer. SPS reviews the ILQ and the applicant's personal history during this interview and assesses the candidates' values, character, and suitability to confirm the candidate meets the expectations of SPS.
- **Ride-A-Long** – Candidates then participate in a ride-a-long with an SPS Field Trainer (note this will apply once SPS Field Trainers are deployed into the Surrey RCMP Municipal Police Unit) who will assess them on key factors such as knowledge, deportment, and problem solving. The Field Trainer provides a summary report to the Recruiting Officer.
- **Assessment Centre** – This method involves interactive scenarios and interviews and examines the candidate in the context of on-the-job situations and requirements and identifies candidate strengths and weaknesses with regard to job-specific behaviours and skills. The SPS Recruiting Unit assesses the hiring potential of the individual at this step.

Human Resources Strategy and Plan	Page 41 of 54
CONFIDENTIAL DO NOT COPY OR DISTRIBUTE	2022-04-05

- **Management Interview** – Three senior SPS officers complete a panel-based interview with competency and behavioral based interview questions that include specific examples of the candidates past experience. At this step, a list of 30 possible references is required from the applicant.
- **Psychological Testing** – Candidates complete psychological tests and meet one-on-one with a clinical psychologist for the purpose of assessing the candidate's suitability as a police officer.
- **Medical Testing** – Candidates also complete medical evaluation at a provider selected by SPS. Testing includes but is not limited to visual acuity, hearing, cardiovascular fit testing, strength (grip) testing and overall review of personal health including blood testing.
- **Polygraph Examination** – Candidates at this stage must complete a polygraph examination by a specialist Poly graphist provided by SPS. The polygraph is used to verify the honesty and forthrightness of candidates in their disclosures during the application process.
- **Background Investigation** – Following the polygraph examination an experienced SPS Investigator completes a thorough background investigation including police database queries, interviews with references, family, friends, past and present employers, colleagues, neighbours, and landlords.
- **SPS Security Clearance** – The Department Security Officer conducts a security clearance based on information in the ILQ and PIC (Vulnerable Sector) to ensure the candidate is cleared per the SPS Security Clearance Policy.
- **Employment Decision** – The Recruiting Officer present the entire application to a panel of SPS senior officers to determine suitability for hire. Offers of employment are dependent on many factors including competitiveness against others in the candidate pool. All offers of employment must be approved by the Chief Constable who receives the recommendation of the panel.
- **Job Offer** – If a job offer is made, the applicant is required to review and sign a number of agreements with respect to SPS Policies, COVID-19 vaccination, confidentiality, additional security clearances and liability. The applicant is finger-printed once the offer of employment is accepted.

### 3 – Deployment Schedule by Unit, Rank, and Month

This Annex reflects the agreements reached by the RCMP and the SPS with regard to the deployment of SPS Assigned Officers into the Surrey RCMP Municipal Police Unit for cohorts 2-5 with notional agreement on many positions in cohorts 6-9. s. 13(1), 16(1)

[REDACTED] In addition, administrative constraints (most especially regarding security clearances) mean that cohort 2 was not filled to expected capacity [REDACTED] instead of [REDACTED] per the target) and in cohort 3 it is expected that [REDACTED] not [REDACTED] positions are likely to be filled. More work is needed to determine if these variances on the target can be made up in later cohorts.

This Annex further elaborates the summary table included in the deployment chapter outlining the target number and cadence of cohort deployments.

The detailed spreadsheet attached specifies the ranks and units into which SPS Assigned Officers will be deployed and is included separately to preserve formatting.

**s. 15(1), 16(1)**

## 4 - Sample SPS Curriculum Vitae Submission



Protected B (once completed)

### Surrey Police Service – Sworn Officer CV

Officer's Information			
Surname	Given Name	Date	
Employee #	Badge #	HRMIS #	Gender
Total Years of Service as a Sworn Police Officer	Languages Written	Languages Spoken	Fully Operational?
<b>Policing Service History ie Agency/Detachment (start of with most recent)</b> <i>Dates (YYYY-Month – YYYY-Month)</i>			
<b>Sections / Specific Experience / Expertise (in order of most significant)</b>		<i>Dates (YYYY-Month – YYYY-Month)</i>	
<b>Supervisory Experience (start with most Recent)</b>		<i>Dates (YYYY-Month – YYYY-Month)</i>	
<b>Provincially/Federally Certified Courses/Accreditations</b>	<i>Date Completed (YYYY-MM)</i>	<i>Granting Agency</i>	
<b>Agency Specific Training/Courses/Accreditations</b>	<i>Date Completed (YYYY-MM)</i>	<i>Granting Agency</i>	
<b>Additional Relevant Skills / Courses / Accreditation</b>	<i>Date Completed (YYYY-MM)</i>	<i>Granting Agency</i>	
Comments:			
<b>Attestation</b>			
I _____ attest that to the best of my knowledge, the details and representations outlined in this CV are true and accurate.			
Print Name:	Date:	Signature:	
<b>Witness</b>			
Name/Rank:	Date	Signature	

Page 1 of 1

SAFER. STRONGER. TOGETHER.

## 5 - Sample SPS Training Attestation

Protected B (once completed)



### Surrey Police Service – 2021 Training Attestation

Officer's Information	
Surname:	Given Name:
Employee #:	Badge #:
BC Provincial Police Standards - Training Courses	Date of Completion
BC Emergency Vehicle Operation	
Crisis Intervention and De-escalation	
Police Stops in BC	
BC Fair and Impartial Policing	
BC Intimate Partner Violence	
Missing Persons Investigation	
Trauma-Informed Practice	
BC Provincial Qualification Course of Fire (Pistol)	
Force Options Recertification	
- Handcuffing	
- OC Spray	
- Baton	
Vascular Neck Restraint Re-certification	
Patrol Rifle (Carbine) Qualification	
CEW User Course	
Less Lethal ERIW User Course	
CPR/AED Certification	
CBRN	
Comments:	
Training Section – Staff Sergeant Review	
Date of Training Record Review (yyyy-mm-dd)	Date of Training Record Review (yyyy-mm-dd)
Staff Sergeant – Leadership Development (print name):	Staff Sergeant – Operational Skills (print name):
Signature:	Signature:
Support Services Bureau – Deputy Chief Review	
Deputy Chief (print name):	
Signature:	

Page 1 of 1

SAFER. STRONGER. TOGETHER.

## 6 - Sample SPS General Attestation



13450 104 Avenue  
Surrey, BC V3T 1V8  
604-591-4084  
surreypolice.ca

### Date

### Confidential Information

Surrey Police Service asks the Royal Canadian Mounted Police to hold this information in strictest confidence and limit access to this information as much as practicable. Once the information is no longer required, it should be properly destroyed.

### Officer Information:

Surname:	Given Name:
Employee #:	Badge #:

On behalf of the Surrey Police Service, I attest to the following:

### Fit for duty

SPS attests that the sworn member is considered medically fit for operational duty as per SPS Fit for Duty policy AD 5.4 and does not have any medical restrictions that would limit the sworn member's ability to perform the requirements of the work to which they have been assigned.

### COVID-19 vaccination

SPS attests that the sworn member is fully vaccinated for COVID-19 (i.e. has received all required doses of a Health Canada approved COVID-19 vaccine, a minimum of 7 days prior to this attestation).

### McNeil disclosure

Unless indicated below, SPS attests that the sworn member has completed a Surrey Police Service Member Conduct Disclosure Form, which was reviewed by the Professional Standards Section. The sworn member currently has no McNeil disclosure issues and is aware of their continuing obligation to provide up-to-date information to the SPS Professional Standards Section should circumstances change.

If the member has a McNeil disclosure issue, SPS Professional Standards Section will provide Surrey RCMP a McNeil Disclosure as required.

2021-11-22

Page 1 of 2

SAFER. STRONGER. TOGETHER.



Does the member have a McNeil disclosure issue: **Yes / No.**

**Training**

SPS attests that the sworn member has completed all provincial policing mandatory training to BC Provincial Policing Standards. SPS Training Attestation details specific qualifications.

**RCMP onboarding package**

Surrey Police Service has completed a quality assurance review of the sworn member's completed RCMP forms for deployment into the RCMP Surrey Detachment.

I attest that that the information provided here is true and accurate.

\_\_\_\_\_  
Superintendent Lavinder Mangat  
Support Services Bureau  
Surrey Police Service

\_\_\_\_\_  
Date



## 7 - Sample Fit for Assignment Form



### SPS Officer Fit Review

Officer Name: _____	HRMIS: _____
Proposed Assignment: _____	Start Date/Shift: _____

**Committee Members Present:** C/Supt. Gill, Supt. Burleigh, Supt. Hall, Supt. Mann, Supt. Paradis

Each Committee Member reviewed the:

- SPS officer CV
- SPS officer Training Attestation

**Confirmed:**

- Experience
- Training
- Operational Status

To determine *"Fit for Assignment"* the Committee also assessed operational pressures, and when applicable the make-up of the watch or unit to ensure balance of gender and language skills as well as any other relevant skills the SPS officer brings to the assignment.

**Approved Fit for Proposed Assignment:**

- Yes
- No (see comments below)

**Approved for Alternate Assignment:**

- Yes Assignment: \_\_\_\_\_
- No (see comments below)

**Assigned Mentor:** \_\_\_\_\_

**Comments:**

Training:

Ready for deployment. ~~XXXXXX~~ must take the RCMP Initial Critical Incident Response (ICIR) and the Immediate Action Rapid Deployment (IARD) on-line training courses prior o deployment. In addition, this officer must complete the practical portion of the AIARD as soon as practicable after deployment.

\_\_\_\_\_  
Shawn Gill, Chief Superintendent  
Senior Operations Office

\_\_\_\_\_  
Mike LeSage, Deputy Chief Constable  
Community Policing Bureau

Date: \_\_\_\_\_

Date: \_\_\_\_\_

2021-12-06 v.11

This document is the property of the RCMP. Do not disseminate. All third party rules apply.



## 8 - HR Process Timeline

Annex 8 is captured in a detailed Microsoft Excel spreadsheet that is to be appended to this document in order to maintain formatting. As noted above, the timeline was confirmed prior to finalization of the Plan the timeline will be updated when information is confirmed.

s. 13(1), 16(1)

**s. 13(1), 16(1)**

s. 15(1), 16(1)

S. 15(1), 16(1)

# S. 15(1), 16(1)

## 10 – Sample Mentor Checklist



### Initial Orientation of SPS Officers with Mentors Check Sheet

SPS officer's Name: \_\_\_\_\_ SPS officer's HRMIS #: \_\_\_\_\_

It is the expectation that all SPS Frontline Constables will work alongside their RCMP Mentor for a minimum of one block, or 48 hours. At the conclusion of the block, a review will be completed by the Duty Officer, Watch Commander, SPS Supervisor and the SPS Constable, to determine whether additional time with the Mentor is required. This will be based upon the individual need of the SPS officer. Final decision rests with the Senior Operations Officer.

- |   |  |
|---|--|
| <input type="checkbox"/> CBSA detention facility                              | <input type="checkbox"/> Sky train / transit hubs        |
| <input type="checkbox"/> Bridge jumper policy                                 | <input type="checkbox"/> Supplies / ammo for emergencies |
| <input type="checkbox"/> Cell Block familiarization                           | <input type="checkbox"/> Types of calls in districts     |
| <input type="checkbox"/> Curfew policy  | <input type="checkbox"/> Shelter locations / Safe point  |
| <input type="checkbox"/> Demographics – Geographical boundaries               | <input type="checkbox"/> Vehicle seizures policy         |
| <input type="checkbox"/> District office familiarization                      | <input type="checkbox"/> VIR – domestic policies         |
| <input type="checkbox"/> Exhibit policy / process (including drug processing) | <input type="checkbox"/> Warrant review                  |
| <input type="checkbox"/> IRP – check sheets                                   | <input type="checkbox"/> Works Yard                      |
| <input type="checkbox"/> Scene security protocols                             | <input type="checkbox"/> SMH protocols / access / timers |
| <input type="checkbox"/> Schedule / district departure                        | <input type="checkbox"/> Condo and high rise access      |
|   | <input type="checkbox"/> Nav Canada D3                   |
|   | <input type="checkbox"/> Surrey Fraser Docks D1 and D2   |

Comments: \_\_\_\_\_

\_\_\_\_\_

Officer's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Mentor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

2022-01-07 v.11

This document is the property of the RCMP. Do not disseminate. All third party rules apply.





## 11 - Workforce Administration

The RCMP and the SPS have substantially agreed to a series of processes related to administration of SPS Assigned Officers deployed in the Surrey RCMP Municipal Police Unit in phase I under RCMP command. One area remains outstanding regarding application of Respectful Workplace Policies. This annex will be updated when agreements are reached by the RCMP and the SPS on this issue.

These are captured in a detailed Microsoft Word document which will be appended to this report to preserve formatting.

Human Resources Strategy and Plan	Page 54 of 54
CONFIDENTIAL DO NOT COPY OR DISTRIBUTE	2022-04-05

## Annex 11 – Workplace Administration in Phase I – Confidential Draft

February 3, 2022

### General Principles

- Ensure public safety
- Ensure safety of all officers and members – including workplace safety, harassment, disrespectful behaviours, inclusion, and mental well being
- Ensure an efficient and effective policing operation, under RCMP Command, complying with RCMP operational policies and procedures.
- Comply with applicable legislation and collective agreements (CA)
- Work with all stakeholders (employer, employee, and unions) to achieve solutions both proactively and in response to the progression of the transition
- Minimize cost to the parties

**\*\*This chart will be updated from time to time. Any changes to requirements or processes will be specifically highlighted and communicated to RCMP and SPS supervisors.**

	Workplace Topic/Action	CA/Legislative Considerations	RCMP Supervision	SPS Supervision Assigned Sgt. )	SPS Supervision Inspector/Staff Sgt.	SPS Officer Role
1.	Occupational Health and Safety					
1.1	Workplace Safety Issue e.g. – poor air quality	RCMP is a federally regulated workplace, under CLC pt. II	Takes action as per current RCMP protocols and works with SPS Supervisor as required.  ANY issue that cannot be resolved at the lowest level must follow the Internal Complaint Resolution Process (ICRP).	Focuses on support to SPS Officer Takes action to ensure workplace safety with RCMP Supervisor. Supports SPS Officer. Reports to Inspector.	Receive reports from Sgt. Documents for SPS record requirements. Determines if needs to elevate. Monitors situation Analysis the event to identify pattern or bigger concern Follow ups with DO to ensure resolve (if required) or additional investigation if a major OHS concern.	Reports to RCMP supervisor immediately per RCMP protocol. Takes appropriate steps to ensure personal safety. Reports to SPS Supervisor as soon as practicable.
1.2	Workplace Safety issue or Injury	SPS Officers covered by WCA and language in CA	RCMP Supervisors must investigate, record, and report all hazardous	Ensures RCMP supervision is aware.	Informs ESS. Ensures WorkSafe BC employer forms by ESS.	Reports to RCMP and SPS supervisors. Seeks medical treatment – files form 7.

Annex 11 – Workplace Administration in Phase I – Confidential Draft

	Workplace Topic/Action	CA/Legislative Considerations	RCMP Supervision	SPS Supervision Assigned Sgt. )	SPS Supervision Inspector/Staff Sgt.	SPS Officer Role
	<p>e.g. disabling and minor injury, occupational illness, exposure to traumatic events, damage to property/equipment, and other hazardous occurrences, including allegations of violence in the work place.</p>		<p>occurrences witnessed or sustained by their employees that occur in the workplace. A Hazardous Occurrence Investigation Report must be completed by the supervisor to record, report, and investigate hazardous occurrences. This is captured through the <a href="#">LAB 1070</a>.</p> <p>The RCMP is responsible for implementing corrective/preventative actions/measures to avoid a recurrence of the same or similar incident/hazardous occurrence.</p> <p>Provides SPS with documentation and access to support WCA filing and accident investigation. May need to provide information to WCB.</p>	<p>Focuses on support to SPS Officer Investigates accident report including workplace review. Provides information to RCMP LAB 1070. Maintains contact with employee. Supports RTW plan.</p>	<p>Reviews LAB 1070. Reviews all safety issues for trends, opportunities for improvement, learnings. Directs payroll as required.</p> <p>Understands RCMP corrective actions. Supports development of RTW plan with RCMP.</p>	<p>Provides medical documentation/notes to SPS. Engages in RTW plan.</p>

Annex 11 – Workplace Administration in Phase I – Confidential Draft

	Workplace Topic/Action	CA/Legislative Considerations	RCMP Supervision	SPS Supervision Assigned Sgt. )	SPS Supervision Inspector/Staff Sgt.	SPS Officer Role
1.3	<p><b>Respectful Workplace / harassment</b> – SPS employee is the claimant  <i>Note: both RCMP and SPS will provide additional information on their processes to inform this section.</i></p>	SPS Officers covered by WCA, BC Human Rights Act, and SPS and RCMP policies;	TBD	TBD	TBD	<p>Acts according to SPS and RCMP policies  Documents incidents  Has option to address informally  Reports incident to SPS Supervision</p>
1.4.	<p><b>Respectful Workplace / harassment</b> – SPS employee is the respondent  <i>Note: both RCMP and SPS will provide additional information on their processes to inform this section.</i></p>	SPS Officers covered by WCA, BC Human Rights Act, and SPS and RCMP policies;	TBD	TBD	TBD	<p>Acts according to SPS and RCMP policies  Documents incidents  Has option to address informally  Reports incident to SPS Supervision</p>
1.5	OHS Training		<p>Provides relevant RCMP OHS training to SPS officers on an ongoing basis  Identifies SPS officer OHS training gaps proactively and shares with SPS Supervisor  Makes SPS officers available for SPS OHS training as required</p>	Coordinates further SPS OHS training with RCMP Supervisor	<p>Ensures SPS OHS training is scheduled for assigned Officers.  Provides feedback to SPS Training on training needs.</p>	Participates in OHS training with either RCMP or SPS

Annex 11 – Workplace Administration in Phase I – Confidential Draft

	Workplace Topic/Action	CA/Legislative Considerations	RCMP Supervision	SPS Supervision Assigned Sgt. )	SPS Supervision Inspector/Staff Sgt.	SPS Officer Role
1.6	COVID	In compliance with provincial health standards RCMP OHS Policy SPS OHS Policy	Ensures COVID Standards met Ensures SPS officer advised of any changes to RCMP COVID protocols, e.g., Daily reporting, masking, social distancing, workplace exclusion.	Advises SPS Officer of policy updates and new protocols	Provides input to SPS Workplace COVID and COVID exposure protocol. Ensures assigned Officers are meeting RCMP and SPS standards.	Follows SPS Workplace COVID Safety Plan, including COVID Exposure reporting to both RCMP and SPS
<b>2.0</b>	<b>Leaves</b>					
2.1	Workplace Absence – if an assigned SPS Officer is reporting off work for any reason e.g., Sick Leave, Bereavement, Family, vacation, etc.	CA BC Employment Standards BC Human Rights	Notifies SPS Officer of booking off protocol (i.e., Notify Watch Commander via phone call). If an SPS officer fails to report to work with no call off, notifies the SPS Supervisor of the MIA SPS Officer immediately.	Confirms booking off procedures for SPS Officer. Notifies/confirm to RCMP Supervisor SPS Officer absence. Provides timekeeping information to Staff Sgt. Notifies ESS as required. Monitors for repeated absences or absences over 5 days. Familiar with SPS forms and EFAP services.	Reviews absence patterns to ensure appropriate resourcing. Monitor for CA compliance. Complete payroll requirements.	Notifies SPS Supervisor of absence in a timely manner. Schedules meetings, appointments, etc. for non-work hours. Follows booking off procedure for both organizations- notifying SPS and RCMP Supervisors as soon as possible. Completes required payroll forms. Provides requested documentation to SPS.
2.2	Vacation – all vacation eligibility must be scheduled in year earned Surrey detachment Leave Restriction dates: October 31 <sup>st</sup> December 31 <sup>st</sup>	RCMP and SPS have separate vacation leave practices per their CA's and past practice RCMP and SPS will establish Leave practices to support required staffing levels, Officer safety and	Provide SPS general leave guidelines and leave restriction dates.  Leave planning processes remain unchanged. RCMP Supervision to forecast required resource	<i>Advise RCMP of Officer leave.</i>	SPS works with RCMP to streamline vacation scheduling for 2022 respecting operations. Must consider cohesive leave planning to ensure equitable leave allotments while ensuring adequacy of operations.	Identifies 2022/23 vacation priorities in a timely manner.  Identifies special situations early. Completes required payroll forms.

Annex 11 – Workplace Administration in Phase I – Confidential Draft

	Workplace Topic/Action	CA/Legislative Considerations	RCMP Supervision	SPS Supervision Assigned Sgt. )	SPS Supervision Inspector/Staff Sgt.	SPS Officer Role
	Under Phase I prima facie operations must take precedent. Both RCMP and SPS to manage leave allotments based on forecasted ratio of members assigned to each watch. This forecast will change as future deployments and future demobilization occurs. This ensures some level of fairness and equity given the inherent differences in leave practices.	community service. Each agency must ensure watch or unit minimums are met when approving annual leave.  SPS: once vacation is granted, it is confirmed and any changes require financial penalties. Vacation is approved in the year preceding the year it is taken. As per 7.1 of Assignment Agreement, all SPS leave is subject to operational requirements.	levels. All RCMP leave must be considered in the context of other RCMP members' requests and operational requirements.  <i>Note: 2022 vacation time has been approved by SPS for deployed officers. Once deployed, RCMP will work with SPS Inspector to ensure any leave issues are addressed as a priority for the SPS officer.</i>  <i>SPS Officers to be deployed through 2022 will have approved 2022 vacation.</i>		<i>Note: for SPS 'first 50', 2021 and 2022 vacation time has already been approved by SPS. Once deployed, will work with RCMP to ensure any leave issues are addressed as a priority for the SPS officer.</i>  <i>Future SPS Officers who may be deployed have approved 2022 vacation. SPS will approve 2023 vacation requests in mid-2022.</i>  <i>Complete payroll.</i>	
2.3	Authorized Leaves other than vacation and sick leave -bereavement, Family Leave, unpaid leave, educational, etc.	Per SPS CA	Provides shift coverage for absence.	Authorizes leave request Ensures RCMP supervisor aware of absence Does payroll	Ensures correct payroll. Reviews and analyses leave patterns.	Notifies both RCMP and SPS supervisor of leave request Completes required payroll forms
2.4	Maternity Leave/Parental Leave – required by law –	Per BC Employment Standards Act As per Assignment Agreement	Develops staffing plan with SPS Supervisor	Develops staffing plan with RCMP Supervisor	Ensures correct payroll. Develops staffing plan.	Notifies both supervisors of leave request Completes required payroll forms



Annex 11 – Workplace Administration in Phase I – Confidential Draft

	<b>Workplace Topic/Action</b>	<b>CA/Legislative Considerations</b>	<b>RCMP Supervision</b>	<b>SPS Supervision Assigned Sgt. )</b>	<b>SPS Supervision Inspector/Staff Sgt.</b>	<b>SPS Officer Role</b>
2.5	Assignment of pregnant SPS Officers	RCMP process is to have any PMW on Admin duties as soon as they declare.			Notifies RCMP of SPS Officer duty status.	
2.6	Duty to Accommodate or Gradual Return to Work	Per SPS CA BC Human Rights Code	Develops staffing plan with SPS Inspector Supports DTA and RTW	Notifies RCMP Supervisor Maintains confidentiality of SPS Officer	Develops staffing plan with RCMP Supervisor Supports DTA/RTW with ESS and payroll. Maintains confidentiality of SPS Officer.	Notifies SPS supervisor Completes required payroll forms Cooperates with DTA/RTW plan
2.7	Statutory Holidays	Per SPS CA			Ensures correct payroll. Note: 13 statutory holidays	Completes required payroll forms
	<b>Complaints</b>					
3.0	Police Act Complaint	BC Police Act	Records and reports details to SPS Inspector	SPS Inspector Notified	Forwards details to SPS Professional Standards Section.  Assesses/discusses current placement/role with SPS Supervisor and RCMP.	Cooperates with any pending investigation.  Connect with Union Rep
4.0	RCMP Act Complaint	RCMP Act	Continues following existing RCMP processes	N/A	N/A	
5.0	<b>Performance</b>					
5.1	Performance Evaluation – probation and annual – enable SPS to complete	CA	Observes and provides feedback on work	Provides required performance reviews to assigned SPS Officers.	Coordinates and monitors performance evaluation process.	Participates in performance evaluation process.

Annex 11 – Workplace Administration in Phase I – Confidential Draft

	<b>Workplace Topic/Action</b>	<b>CA/Legislative Considerations</b>	<b>RCMP Supervision</b>	<b>SPS Supervision Assigned Sgt. )</b>	<b>SPS Supervision Inspector/Staff Sgt.</b>	<b>SPS Officer Role</b>
	performance cycle on its assigned officers.		performance to SPS Inspector.		Tracks and analyses feedback.	
5.2	Discipline – non police act – tardiness, excessive absenteeism, poor paperwork, etc. - to correct non Police Act work performance issues.  May need to establish issue escalation process	CAs BC Labour Code Note: SPS Officers to have the right to representation if facing discipline or an investigation that may lead to discipline. Discipline to an SPS Officer must be provided by an SPS Inspector or designate.	Observes and documents behaviours using RCMP 1004 form. Notifies SPS Inspector and provides copy of form.	Informs SPS Inspector if issue of discipline with assigned SPS Officer.	Receives performance feedback from RCMP Supervisor. Documents. Discusses with RCMP Supervisors. Discusses with ESS and Union. Issues directive to SPS officer as required.	
<b>6.0</b>	<b>Workplace Scheduling/Payroll</b>					
6.1	SPS provides Payroll services to its Officers		No direct role.		Reviews and approves time sheets.	Completes time sheets as instructed.
6.2	Overtime –assigned SPS officers will be integrated into RCMP Surrey overtime callouts. This includes extended shifts and other OT for the detachment. Authorization is with RCMP Watch Commander.	CA	Authorizes and offers overtime to assigned SPS officers (within Surrey detachment only). Provides SPS Sergeant with confirmation of authorized overtime.	Notifies SPS Officers of overtime. Monitors levels of overtime for safety and cost tracking.	Completes and approves time sheets. Monitors levels of overtime for safety and cost tracking.	Accepts overtime opportunity. Notifies authorizing supervisor (RCMP) and administrative supervisor (SPS) of overtime taken.
6.3	Starting date and Watch - part of Fit for Assignment process in alignment with deployment plan.	Parties to discuss required notice and form of notice. CA's	Confirms resourcing requirements. Follows Fit for Assignment process Welcomes SPS Officers to watches.	Follows Fit for Assignment process. Welcomes SPS Officers to watch.	Completes and approves time sheets.	



Annex 11 – Workplace Administration in Phase I – Confidential Draft

	<b>Workplace Topic/Action</b>	<b>CA/Legislative Considerations</b>	<b>RCMP Supervision</b>	<b>SPS Supervision Assigned Sgt. )</b>	<b>SPS Supervision Inspector/Staff Sgt.</b>	<b>SPS Officer Role</b>
6.4	Change of start time – if an SPS officer’s start time is advanced or delayed for a shift or permanently	RCMP 48-hour notice to change start time of a scheduled shift, 28 clear days to change an RTO. CA	Provides required notice to assigned SPS officer and SPS supervisor.	Informed of change by RCMP Supervisor. Notifies SPS Inspector.	Completes and approves time sheets. Reviews to understand impact of shift changes, per CA. Notify RCMP Supervisor if concerns.	Complies with request. Informs SPS Supervisor.
6.5	Change of Watch – Permanently – SPS officer requests or RCMP requires a permanent watch change	Parties to discuss required notice and form of notice. 28 clear days to change an RTO. CAs	Provides required notice to assigned SPS officer and SPS Supervisor.	Informed of change by RCMP Supervisor.  Notifies SPS Inspector.	Completes and approves time sheets Reviews to understand impact of shift changes, per CA. Notify RCMP Supervisor if concerns.	Informs SPS Supervisor.
6.6	Change of Watch – temporarily – SPS Officer or RCMP seeks a watch switch for a short period	Parties to discuss required notice and form of notice. CA	Provides approval to assigned SPS officer and notifies SPS Supervisor.	Informed of change by RCMP Supervisor.  Notifies SPS Inspector.	Completes and approves time sheets. Reviews to understand impact of shift changes, per CA. Notify RCMP Supervisor if concerns	Informs both RCMP and SPS supervisor Finds a watch swap partner
6.7	Acting Pay – SPS officers may assume acting opportunities for SPS positions.	CA		Informs RCMP Supervisor of Acting situation and duration.	Completes and approves time sheets.	
6.8	Progression	Per SPS CA	Provides performance feedback to SPS supervisor.	Makes progression recommendation.		
6.9	Meal Breaks – included in 12 hour shift.	CA			Completes and approves time sheets. SPS does not have additional pay for missed meal breaks	

Annex 11 – Workplace Administration in Phase I – Confidential Draft

	Workplace Topic/Action	CA/Legislative Considerations	RCMP Supervision	SPS Supervision Assigned Sgt. )	SPS Supervision Inspector/Staff Sgt.	SPS Officer Role
6.10	Call Outs – SPS officers will be dovetailed into existing procedures for callouts.	Parties to discuss required notice and form of notice	Provides opportunities to qualified SPS officers. Informs SPS Supervisor	Informed of call out by RCMP Supervisor. Completes and approves time sheets	Provides payroll structure.	
6.11	Court Time – court time will include court time from previous service and court time arising from assignment to RCMP.	Parties to discuss required notice and form of notice.  As with other Leaves above, RCMP will utilize standardized scheduling/adjustment for Court attendance	Authorizes SPS Officer court time requests. Informs SPS Sergeant.	Informed of court time by SPS Officer. Informs RCMP Supervisor.	Completes and approves time sheets	
6.12	Maximum hours of work	WCA CA's				
6.13	Benefits Delivery – done by the Employer to their employees	CAs				
6.14	Standby Pay – SPS officers will be dovetailed into existing procedures for standby pay, however, only certain units get OA/OR (not applicable to frontline or GIU)	Parties to discuss required notice and form of notice	Authorizes and offers standby to assigned SPS officers. Provides SPS Supervisor with confirmation of authorized standby hours.	Informed of standby by RCMP Supervisor.  Informs SPS Inspector.	Completes and approves time sheets.	
6.15	Shift Differential	Per SPS CA			Completes and approves time sheets.	
7.0	Communication					

Annex 11 – Workplace Administration in Phase I – Confidential Draft

	Workplace Topic/Action	CA/Legislative Considerations	RCMP Supervision	SPS Supervision Assigned Sgt. )	SPS Supervision Inspector/Staff Sgt.	SPS Officer Role
7.1	Work Assignment		Directs work of SPS Officer.			
7.2	RCMP Communications and other police agency communications (intel/alerts, etc.).		Includes SPS officer in RCMP communication processes.			
7.3	SPS Communications			Includes SPS Officer in SPS communications.	Ensures SPS communications received by assigned Officers.	
7.4	Pre/Post Shift SPS communications		Contacts SPS Supervisor on a regular basis.		Contacts SPS Officer at the begin and end of each shift. Contacts RCMP Supervisor on a regular basis	
8.0	Other					
8.1	Surrey Police Union (SPU) access to their members	BC Labour Code provide the SPU with the right to access and communicate with its members. Assignment Agreement also provides this access.	Provides SPU with access to SPS officer. Operations cannot be unduly impacted. Ideally, SPS members should be off-duty. SPU rep will need escort if not security cleared.	Notifies SPS Inspector of need for union representation for assigned SPS Officer.	Informs RCMP Supervisor of SPU request. Seeks to provide SPU with contact with SPS officer. Operations cannot be unduly impacted. SPS members should be off-duty. SPU rep will need escort if not security cleared	Follows union access protocols.
8.2	Union Grievance – SPU files a grievance on a matter in the RCMP workplace – SPS is the employer and must respond to the grievance.  RCMP Union grieves SPS officer matter.	BC Labour Code CAs Federal Labour Code	**This role would likely be RCMP Detachment management. Supports SPS investigation of SPS grievance, with information, documentation, etc.	Provides information to SPS Inspector as required.	Investigates SPS grievance and provides information to ESS. Informs RCMP Supervisor of relevant grievances. May seek RCMP Supervisor input to determine facts.	Follows CA grievance process.

Annex 11 – Workplace Administration in Phase I – Confidential Draft

	Workplace Topic/Action	CA/Legislative Considerations	RCMP Supervision	SPS Supervision Assigned Sgt. )	SPS Supervision Inspector/Staff Sgt.	SPS Officer Role
			May be required as a witness at appropriate step of the process. Informs SPS ESS, if RCMP Union has an issue relating to an SPS officer.		Supports RCMP grievance process when required	
8.3	Information Management of SPS Officer Information – parties work to identify/confirm the policies and practices on receiving, retaining, accessing, storing, and disposing of personal information. The issue of work product would be handled at a different table.	FOIPPA – the SPS is required to comply with the BC Privacy Act on the personal information of its officers.	Handles information per guidelines agreed to by the parties.	Handles information per guidelines agreed to by the parties.	Handles information per guidelines agreed to by the parties.	Handles information per guidelines agreed to by the parties.
8.4	Training opportunities SPS/RCMP – the parties agree to include assigned Officers in appropriate training opportunities	CA	Includes SPS officer in RCMP training. Training needs and requirements must be related to position within Surrey detachment. Operations cannot be unduly impacted. Informs SPS Supervisor of RCMP training.		Reviews and approves SPS Officer training requests. Coordinates requests with RCMP Supervisor. Operations cannot be unduly impacted. Budgets as required to ensure appropriate coverage for shifts	Makes training request to SPS supervisor.

Annex 11 – Workplace Administration in Phase I – Confidential Draft

	Workplace Topic/Action	CA/Legislative Considerations	RCMP Supervision	SPS Supervision Assigned Sgt. )	SPS Supervision Inspector/Staff Sgt.	SPS Officer Role
			Does not commit SPS to training costs without its approval. Makes the SPS officer available for SPS training.			
8.5	Promotion/Transfer – opportunities with SPS If this impacts deployment plan, this will be addressed through project transition channels, not operations.	Assigned SPS officers are eligible for SPS career opportunities.				
8.6	Uniforms	SPS will provide assigned SPS officers with uniforms and the required laundry services				