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BOARD OF COMMISSIONERS OF POLICE
THE REGIONAL MUNICIPALITY OF WATERLOO

A REVIEW OF THE CURRENT AND POTENTIAL FUTURE USAGE OF SUPPORT PERSONNEL IN THE WATERLOO REGIONAL POLICE FORCE

VOLUME II
THE APPLICATION OF THE MODEL APPROACH

PEAT
MARWICK
AND PARTNERS

A REVIEW OF THE CURRENT & POTENTIAL FUTURE

USAGE OF SUPPORT PERSONNEL

IN THE WATERLOO REGIONAL POLICE FORCE

VOLUME II

THE APPLICATION OF THE MODEL APPROACH

IN THE WATERLOO REGIONAL POLICE FORCE

OCTOBER, 1978

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I - INTRODUCTION

BASIC RESEARCH

In Volume I of this report we describe in detail the basic research undertaken as part of this project. This included a review of the experiences of 66 police departments/forces in Canada, U.S.A. and U.K. We also review the potential benefits resulting from the employment of support personnel, and discuss a number of issues and problems related to the employment of non-sworn personnel.

In Volume I we outline the approach developed and used to evaluate the existing utilization and deployment of support personnel in the Waterloo Regional Police Force, and we discuss the criteria used to assess and determine the potential for employment of support personnel.

TRENDS IN THE EMPLOYMENT OF SUPPORT PERSONNEL

The Waterloo Regional Police Force represents a medium sized organization and there are a number of potential future opportunities to integrate additional support personnel into the force. In our analysis of the use of support personnel we have identified several new initiatives. Traditionally the majority of support personnel were employed in clerical and manual functions. Recently the trend has been to develop supervisory, professional and technical, middle and senior management positions for non-sworn personnel. We have identified several opportunities for support personnel in the Waterloo Regional Police Force in these general categories. The other interesting and significant trend identified as a result of our study is the growing acceptance of support personnel in operational support functions.

Traditionally support personnel has been limited to pure support functions such as records, accounting and maintenance. Increasingly, however, the acceptance of support personnel in such functions as communicatons, identification, property, prisoner escorts and planning and research indicate that police personnel have established an acceptable level of confidence in the abilities of support personnel.

In our study we have identified a number of interesting and significant new appointments in senior positions in police forces in Canada, U.S.A. and U.K. Examples include senior financial planning and administration appointments, for example Manager Transportation and Maintenance Services, Director Administration and Administration Services Manager. These trends are discussed later in terms of their applicability in Waterloo Regional Police Force.

THE ACCEPTANCE OF SUPPORT PERSONNEL
IN WATERLOO REGIONAL POLICE FORCE

The experience of other police forces clearly indicates that one of the key issues in the appointment of support personnel is their acceptance by professional police officers. We have been impressed in our study of the Waterloo Regional Police Froce by the overall acceptance amongst sworn police officers of the potential contribution that support personnel can make in the law enforcement process. In general terms the senior officers and also many of the police officers accept the inevitability of support personnel in many functions. We were encouraged throughout our study by the recognition amongst members of the force of the long term implications of the study, and the eventual integration of additional support personnel into the force. We believe that the recent task force study within the police department laid much of the ground work for our study.

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The lead taken by W.R.P.F. in the employment of non-sworn personnel in the identification function is indicative of the overall direction in relation to support personnel. We believe that the Board of Commissioners of Police and the senior officers within the police force are committed to using non-sworn support personnel to the full advantage of the regional police force. This commitment is essential if the gradual evolution is to result in a successful working relationship between sworn and non-sworn personnel.

STRUCTURE OF THIS REPORT

This Volume of this report discusses the application of the Model approach in the Waterloo Regional Police Force.

Section II reviews the existing use of support personnel in the Waterloo Regional Police Force.

Section III identifies positions with the potential for the appointment of support personnel.

In Section IV we discuss an implementation schedule and work plan for our recommendations. In addition we review the significance of this project to both the Waterloo Regional Police Force and also to the police community in general.

REVIEW OF EXISTING USE OF SUPPORT PERSONNEL
WATERLOO REGIONAL POLICE FORCE

EXHIBIT 1.

CURRENT DISTRIBUTION OF SUPPORT PERSONNEL

At present W.R.P.F. employs 91 support staff.

CHIEF'S OFFICE			2	2
ADMINISTRATION				
- SERVICES	● Budget & Finance	4		
	● Stores & Vehicles	4		
	● Maintenance	8	16	
- TECHNICAL SUPPORT	● Communications	37		
	● Identification	5		
	● Records & Summons	10		
	● Cadets	10	62	
OPERATIONS				
● Staff Operations		3		
● No. 1		1		
● No. 2		2		
● No. 3		1	7	
PUBLIC SERVICES				
● Public Information/Planning		1	4	
● Community Human Relations		3		
			91	

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II - REVIEW OF EXISTING USE OF SUPPORT PERSONNEL

WATERLOO REGIONAL POLICE FORCE

INTRODUCTION

In this section of the report we analyse:

- The current distribution of support personnel
- The status of support personnel
- An evaluation of the existing utilization of staff support personnel.

CURRENT DISTRIBUTION OF SUPPORT PERSONNEL

Exhibit 1 opposite shows the existing distribution of support personnel by function. As at July 1, 1978 Waterloo Regional Police Force employees 91 non-sworn support staff. Of the staff 2 are included in the office of the Chief of Police, 78 work in the administration function, 7 work in the operations group and 4 work in the public services section.

The administration function has been divided into services and technical support. Immediately it should be noted that the stores and vehicles function is primarily concerned with clerical aspects of inventory control, the quarter master function and clerical aspects related to vehicle fleet maintenance. The actual servicing of vehicles and major mechanical work is undertaken either through the Regional Municipality Maintenance Yards, or through sub-contract garage work. It is important to note that the comparison of percentage of support staff to complement of police department will vary dependent on the composition of the police service. The arrangement of vehicle maintenance, the reporting relationship of traffic wardens and by-law enforcement officers vary between police departments in Ontario. Thus for comparitive purposes it is misleading to compare the basic civilian complement expressed as a percentage of total force complement.

EXHIBIT 2.

OVERVIEW OF CURRENT USE OF SUPPORT PERSONNEL BY LEVEL/STATUS

Breakdown of the 91 support personnel by level:

●	Professional and Technical/Supervisory	8
●	Secretarial	17
●	Clerical/Communications	48
●	Maintenance	8
●	Cadets	10
		91

PROFESSIONAL & TECHNICAL/SUPERVISORY includes:

- 1 Administrative Assistant - Finance
- 1 Supervisor Stores/Vehicles
- 4 Identification Technicians
- 2 Community Human Relations Counsellors
- 8

CLERICAL/COMMUNICATIONS
- 3 Stores/Vehicles
- 8 Records Clerks
- 14 Records and Communications Clerks 'A'
- 5 Records and Communications Clerks 'B'
- 18 Dispatchers
- 48

91 support staff out of a total complement of 493, i.e. 21% non-sworn employees.

REVIEW OF THE STATUS OF SUPPORT PERSONNEL

Exhibit 2 opposite shows the distribution of the 91 non-sworn personnel by level, or status. This exhibit shows that W.R.P.F. has already developed a number of professional and technical/supervisory positions in addition to the secertarial clerical and maintenance functions. The police force has yet, however, to appoint any middle or senior management non-sworn personnel. Thus the administrative group is directed by a deputy chief - administration and the financial planning and control section is commanded by a sargeant. We consider that, potentially, both these positions could be filled by support personnel. We discuss this later in the report.

EVALUATION OF THE EXISTING UTILIZATION
OF SUPPORT PERSONNEL

As part of the terms of reference for this study we were required to evaluate the existing utilization of support personnel in W.R.P.F. This step was essential in order to determine whether the existing non-sworn personnel were performing at a satsifactory level of productivity. The Board of Commissioners of police and the senior management of the police force were concerned that any potential increases in the number of support personnel should only be considered when they were satisfied that the existing personnel were performing at a satisfactory level and an optimum staff deployment had been achieved.

Our evaluation of the current support staff manpower levels was based on a series of structured interviews, physical observation, a detailed analysis of manpower employment figures derived from financial and statistical statements, a review of the Ontario Police Commission study of the Waterloo Regional Police Force, an audit report

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of the CPIC operation produced by the Ontario Police Commission, and a detailed review of the job descriptions for support personnel. In addition we considered shift allocations of manpower and, wherever possible, appropriate work load factors such as record inquiries, terminal transactions, etc. It is important to note, however, that few definite work load statistics are currently available in the majority of departments. This we believe to be consistent in the majority of police departments.

As part of our evaluation of the existing deployment and utilization of support personnel we also reviewed any potential changes in systems procedures and work flows planned for the immediate future.

It is our general impression that the existing support personnel in the Waterloo Regional Police Force are effectively utilized and correctly deployed. We were unable to identify any examples of over-staffing or inappropriate manpower allocations. In general the staff performance appeared to be adequately supervised.

We have identified staff utilization for 3 areas. These are:

- technical support
- administrative services
- chiefs office, operations, public services.

Brief summary discussions of each follow.

Technical Support

The existing complement of support personnel in the communications function is effectively utilized. There is currently

an adequate and appropriate number of communication personnel to provide an effective three shift cover seven days a weeks.

The existing support personnel in the identification function are also performing effectively at increasing levels of responsibility.

In the records and summons function existing staff are fully utilized within the limits of the present manual records systems. We see some potential in considering electronic data processing techniques in basic records and information processing. This will become increasingly important as the planning function rely on accurate data generated out of the records section. We have identified a requirement for three additional CPIC terminal operators required to provide a three shift, seven days a week coverage. This is in addition to the existing complement of three terminal operators. It should be remembered that approximately 5.7 people are required to provide maximum coverage. At present fully trained CPIC operators are available on a limited basis.

Administrative Services
The financial planning and control section is currently appropriately staffed in relation to work load.

The stores, purchasing and vehicle fleet administration function is also appropriately staffed at this time. We recognize that this function is in a period of transition following the recent appointment of a non-sworn supervisory manager. Basic systems are still being developed and it was not possible to identify specific workloads factors. We recommend that the staffing levels for this group are carefully reviewed after six months when the majority of new operational systems will be in place. Consideration might be given at this time to hire one additional staff support employee to function in the area of warehouse and lost property pickup. At this time it is

unclear whether the workloads in these areas justify one additional full-time person.

We have been unable to determine the future plans for vehicle maintenance. At this time the maintenance is performed at either the Regional Municipality Service Yard or through sub- contract garage work. We understand that consideration is being given to the potential benefits of employing mechanics within the police department to perform basic maintenance functions. Until such time as a decision is made on the level of maintenance to be provided and the resultant cost benefits it is inappropriate to estimate additional manpower requirements.

Equally we have not attempted to evaluate the existing manpower levels in the maintenance function. We understand that consideration is being given to the potential to sub-contract maintenance resonsibilities. This decision will be based on both operational and economic factors, and until a plan is developed and approved it is inappropriate to estimate manpower requirements or savings.

Chiefs Office, Operations Public Services

At this time there are no apparent inefficiencies in the level of staff utilization in these functions.

It is appropriate to also review the existing use of cadet personnel. Technically, in terms of the Police Act of Ontario cadets are designated as support personnel. At this time Waterloo Regional Police Force has 10 cadets on staff. These cadets are used in summons and warrant serving, communications, records and planning and front desk relief. We believe that the numbers of cadets are based on anticipated future manpower requirements. The cadet position is considered to be an ideal training post for future police officers. We recommend that the Board of Commissioners and senior police management review the future manpower requirement projections to

determine whether the attrition rate, anticipated as a result of retirements and long term disability, indicate that the existing level of cadet hiring is appropriate.

Summary of Our Evaluation of
the Existing Support Staff Deployment

We are satisfied that the existing support staff are effectively utilized in the Waterloo Regional Police Force. We were unable to identify any examples of over-staffing in relation to existing workloads and systems. We were unable to identify significant planned system changes which will immediately effect manpower levels. There are, however, a number of policy decisions which, dependent on the result of the decision, will effect the overall complement of support personnel. These decisions are:

- The potential to develop a fleet maintenance function to either replace or alternatively supplement the existing vehicle maintenance arrangement

- The potential to sub-contract maintenance functions

- The potential to assume resonsibility for gun registration from the Ontario Provincial Police

- The future plans for crime analysis in the research and planning function.

The future requirements for support personnel in each of these functions is dependent on the results of a policy decision.

THE NEED TO PLAN THE REDEPLOYMENT
OF SWORN PERSONNEL

While increasing the proportion of support personnel within the force, it will be necessary to review the redeployment of sworn personnel. This critical step must be built into the implementation plan to ensure that optimum use is made of all human resources, and that acceptable levels of productivity are maintained.

Members of the Board of Commissioners, and the senior personnel of the Police Force must analyse workload factors to determine appropriate placement of sworn personnel, and ensure that adequate re-training is undertaken to enable these police officers to perform at an acceptable level. The Board of Commissioners and senior officers must determine the effects of this redeployment of sworn officers on the future manpower requirements, and the related need for cadet personnel.

THE IDENTIFICATION OF POSITIONS WITH THE POTENTIAL
FOR THE APPOINTMENT OF SUPPORT PERSONNEL

III - THE IDENTIFICATION OF POSITIONS WITH THE POTENTIAL
FOR THE APPOINTMENT OF SUPPORT PERSONNEL

INTRODUCTION

In this section of the report we discuss the positions that we have identified in the Waterloo Regional Police Force which have the potential for employing support personnel. In this section we review:

- The method used to determine these positions
- Positions which we consider to have the potential for immediate allocation of non-sworn personnel
- Positions which could utilize support personnel subject to the reallocation and combination of responsibilities
- Positions which are unlikely to be filled by support personnel in the immediate future.

In addition we estimate the staff savings which would result from the introduction of support personnel into these positions. We also assess the impact of our recommended changes.

THE METHODS USED TO DETERMINE THE POTENTIAL
FOR SUPPORT PERSONNEL APPOINTMENTS

Earlier in this report we have discussed the criteria developed to determine whether a position could be held by non-sworn support personnel. In our analysis of each position in the W.R.P.F, we examined the basic duties and responsibilities of the encumbent. We listed responsibilities and divided these into:

- Pure policing

- Pure administration
- Related support functions.

The basic criteria used to detemine the potential to employ support personnel was whether or not the position required the full range of powers of a police officer. Subsequently we examined each of the criteria defined in Volume 1 of this report for each job reviewed. We developed 4 levels for each criteria. These were:

- 0 - No potential
- 1 - Limited potential
- 2 - Some potential
- 3 - Full potential.

Exhibit 3 opposite illustrates the matching of jobs to criteria. The method used is discussed in greater detail in Section 3 of Volume I of this report. Our analysis assisted in identifing those jobs with the immediate potential to employ support personnel. The positions identified were:

- identification officers/technicians
- court officers and security prisoner escort
- public service program support (clerical support for the block parent plan, etc.)
- domestic intervention counsellors
- typing pool field operations
- CPIC operators-records

EXHIBIT 3

MATCHING OF JOBS TO CRITERIA FOR CIVILIANIZATION - BY POSITION

Position	Community Public	Police	Quality/ Service Level	Career	Specialization	Organizational	Training	Economics	Operational	Legal Implications	TOTAL
Chief of Police	0	0	1	0	2	0	2	0	0	0	5
Professional Standards	1	0	0	0	2	0	1	0	0	0	5
Deputy Chief - Administrative	1	1	2	0	3	1	2	0	2	2	14
Admin Services	2	1	2	0	3	2	3	0	2	-	15
Admin Technical Support	0	1	0	1	1	1	1	0	0	0	5
Communications (sgts)	0	1	1	0	0	0	0	0	0	0	2
Identification	2	2	3	1	3	3	3	2	3	3	25
Summons and Warrants	2	2	3	2	2	2	1	2	2	2	20 *
Admin Support - Courts and Security	3	2	3	3	3	2	3	3	i	3	28 *
Public Services - Program Support	3	3	3	3	3	3	2	3	3	3	29 *
- Domestic Intervention	3	3	3	3	3	3	3	3	3	3	30 *
Operations - Word Processing	3	3	3	3	3	3	3	3	3	3	30 *

Each of these is discussed briefly below.

Identification Officers/Technicians

The Waterloo Regional Police Force currently uses support
personnel as identification technicians in finger print filing and
dark room functions. In addition identification technicians are
gradually gaining experience as field ident personnel. We believe
that there is great long term potential to employ support personnel in
the identification function. Clearly this will require considerable
field experience and specialist training. The opportunity to
specialize in this important function will, we believe, develop into
the long term potential for a career in the identification function.
The point of entry would be as a junior ident technician and, after a
minimum of 3 - 5 years field experience the technician would progress
to identification officer. Subsequently through specialist training
the identification officer could progress to a senior section head
level, and ultimately the support staff employee could progress to be
branch manager. We suggest that the identification function is
essentially dependent on specialist skills, and an adequate background
experience in field operations.

Because of the specialist nature of this position, we
believe that the full training of a sworn police officer is not
required. The skills and expertise can be gathered through specialist
training programs. We do not anticipate, however, an identification
function comprised solely of support personnel. It may considered
necessary for sworn personnel to have experience in the identification
function prior to a rotational or career appointment in the detection
function.

Court Officers and Security
Prisoner Escort

We believe that there is immediate and long term potential

for support personnel to replace sworn police officers in court officer and security prisoner escort responsibilities. This will necessitate adequate training and close on the job supervision. In addition, in extreme dangerous cases, it may be necessary to supplement support personnel with sworn police officers. In the long term we anticipate that non-sworn personnel could progress into a supervisory position in either the court officer or the security prisoner escort functions.

Public Service Program Support

We believe that there is an adequate workload for one clerical support employee to provide the clerical assistance in the development of public service programs like the block parent plan or the property registration program.

Domestic Intervention Counsellors

We believe that professional domestic intervention counsellors can play a very important role in the domestic intervention situation. This role is complementary to the sworn officer role in domestic crisis. The decision to employ domestic intervention counsellors is consistent with our view of support personnel assisting the police department in law enforcement related aspects of policing. It is also consistent with the trend to hire professional and technical support personnel.

Typing Pool - Field Operations

The Waterloo Regional Police Force is currently considering the use of dictation equipment to assist police officers in the preparation of standard occurance reports. Although similar approaches have been tried in other police jurisdictions there may be limited advantages in this initiative. At this time an evaluative experiment is underway in detachment number 1. This trial program

EXHIBIT 4.

IMPLICATIONS OF IMMEDIATE HIRING OF SUPPORT PERSONNEL

Position	# of Support Personnel Required	Frees-Up Officers	Approx. Savings $/Annum	Priority/Training
Identification Officers/ Technicians	3	3	$ 15,000	Medium - 1 Year
Court Assign- ment Officers	4	4	20,000	Medium - 9 Months
Security Prisoner Escort	6	6	30,000	Immediate - 3 Months
Public Service Program Support	1	1	10,000	Immediate - 1 Month
Domestic Intervention Counsellors	2+2	4.5	19,780	Immediate - 3 Months
Typing Pool - Operations	6	13	187,000	Phased over next 12 Months
CPIC Operators	3	-	(30,000)	Immediate 1-3 Months
	29	31.5	251,780	

will be used to determine the overall cost benefit to the operations function. If the use of dictation equipment is adopted in the police department there will be an opportunity to employ support personnel to transcribe tapes, and prepare summary occurance reports.

CPIC Operators

This has already been discussed in Section 2 of the this report. In order to provide three shift, seven day a week cover a minimum of 6 terminal operators is required. At this time there are only 3 fully trained CPIC operators available to the police department and we recommend the hiring of 3 additional terminal operators.

IMPLICATIONS OF HIRING SUPPORT
PERSONNEL IN THESE POSITIONS

Exhibit 4, opposite, identifies the approximate staff savings which would result from hiring support personnel into the positions discussed above. The table shows the number of support personnel required, an estimate of the number of equivalent man years for professional police officers freed up as a result of hiring support personnel, approximate dollar savings per annum and an estimate of the priority for the police department.

The approximate staff savings, expressed as dollars per annum, are based on a series of assumptions. These are:

- Approximate savings in salary costs of
  $5,000.00 per annum per employee for
  identification technicians

- Approximate savings of $5,000.00 per employee
  per annum for court assignment and security/

prisoner escort personnel

- Approximate savings of $10,000.00 per annum
  per employee for clerical support personnel
  in the public service program support

- An equivalent of $4,400.00 per annum per
  employee for domestic intervention counsellors

- An equivalent of savings of $187,000.00 per
  annum based on an assumed increase in
  productivity resulting from centralized
  dictation of reports.

- An outlay or cost to the police department of $30,000.00
  per annum for 3 additional CPIC operators.

We have identified a potential to employ 29 additional
support personnel in the Waterloo Regional Police Force. This will
result in the equivalent of 31.5 man years of professional police
officer skills being made available for redeployment into pure
policing functions.

POSITIONS IN WHICH SUPPORT PERSONNEL COULD,
POTENTIALLY, BE EMPLOYED

In addition to those positions where we recommend the
hiring of support personnel there are a number of positions which
could, potentially, utilize additional support personnel. These
postions would require certain changes in responsibility or a major
policy decision by the Board of Police Commissioners and senior

management of the police force. Our recommendations in this area are consistent with our theme of using support personnel in professional and technical, supervisory middle and senior management positions. We believe that there is the potential to utilize support personnel in the following positions:

- Director of Administration
- Administration Services Manager
- Transportation and Maintenance Services Manager
- Personnel Manager
- Supervisory Management Positions
- Planning and Research.

Each of these positions is discussed below.

Director of Administration

The appointment of a Director of Administration is a significant step in developing a senior management position for non-sworn personnel. The Director of Administration would report directly to the Chief of Police and would be parallel in status with the Deputy Chief of Police - Operations. Potentially the Director of Administration would have the following pure support functions reporting to him:

- Accounting and payroll
- Personnel
- Transport and Maintenance Services Manager
- Records.

The reporting relationship of the related support functions would depend on the size of police department, and the policies of the

Board of Commissioners and Chief of Police. Two alternative
arrangements could result. Either the related support functions would
report to the Director of Administration or alternatively to the
Deputy Chief of Operations. In the latter arrangement the Deputy
Chief Field Operations could potentially have a field operations
commander and a support services commander reporting directly. Either
of these arrangements would be workable and practical. We believe,
however, that the majority of positions in related support functions
can be adequately filled by support personnel. We believe that
non-sworn personnel can be effectively utilized in research, property,
identification, communications, courts and prisoner escorts, and the
planning function.

Administration Services Manager

We believe that a qualified professional accountant could
be employed in the middle management position of Administration
Services Manager reporting directly to the Director of Administration.
The Administation Services Manager responsibilities would include
accounting and payroll, financial budgeting and planning and
potentially systems and data processing. Reporting to the
Administration Services Manager would be a number of professional and
technical personnel including budget and planning analyst, systems
analyst and programmer. This is of course dependent on the need of
the police department and the plans for systems developments. It may,
in the case of W.R.P.F., be appropriate to consider the use of
external systems resources.

Transport and Maintenance Services Manager

Dependent on the decision to develop a vehicle maintenance
function and also to sub-contract maintenance of police buildings it
is possible to envision the appointment of a middle manager to develop
the transport and maintenance services group. This individual would
report to the Director of Administration and would be responsible for

transportation and vehicle maintenance, building maintenance including janitorial services, gymnasium, store and stationery supplies purchasing and warehousing facilities.

Personnel Manager

We believe that a non-sworn employee can perform the responsibilities of a personnel manager. This would include the identification of potential candidates (the final selection would be made by a selection panel of senior police officers), labour relations and salary and wage administration.

Supervisory Management Positions

We have indentified a number of supervisory management positions to enable an adequate career progression to be developed for support personnel and also to ensure that the supervisory management style of the police department is appropriate. We believe that supervisory positions could be developed in the following functions:

- Records
- Communications
- Identification
- Courts and Prisoner Escort
- Accounting.

Planning and Research

We believe that a qualified professional and technical planner could, dependent on need, be employed by the police department. The planning function is discussed at length in Volume I of this report. We believe that to date police departments have, in general, made unsatisfactory use of the planning function. Ideally the planning function serves two basic needs, the identification of crime trends and the updating of changing technology and law enforcement procedures. We do not believe previous police experience

to be a necessary prerequisite of a satisfactory planner. We believe that the background knowledge and experience can be acquired by working in a police department, but this does not necessarily imply that the planning and research analyst be a sworn police officer. Dependent on need there is also the potential to employ a clerical assistant to provide basic data.

POSITIONS WHICH ARE UNLIKELY
TO BE FILLED BY SUPPORT PERSONNEL

We see limited opportunities to utilize support personnel in the following functions:

- Field operations including patrol, detachment commander, detective, youth officers

- Public services including public information, preventative program development and implementation, citizen complaint investigations

- Staff operations.

In each of these functions or areas the potential for employing support personnel is limited at this time to secretarial support. In Volume I of this report we discuss the long term implications of support personnel working in the operations function. We believe that support personnel could be effectively utilized in traffic, wire-tap surveillance and fraud investigation. We do not believe, however, that there is either the adequate workload or the commitment necessary to successfully utilize support personnel in these functions in the Waterloo Regional Police Force. These areas

should, however, be reviewed by senior personnel and the Board of Commissioners of Police. We believe that there is some long-term potential for support personnel to work in these areas.

ASSESSMENT OF THE IMPACT OF OUR RECOMMENDED CHANGES

Our recommendations for developing the role of support personnel in the Waterloo Regional Police Force is consistant with the trends that we have identified in the police community. The full implementation of the immediate opportunities for the employment of support personnel would allow the redeployment of the equivalent of 31.5 sworn officers to pure policing functions and the realization of significant cost savings. This would require the hiring of 29 additional support personnel. The recommendations also clarify the roles of support personnel and sworn professional police officers leading to an improved utilization of professional specialist skills and a number of resultant potential improvements in service levels. In addition our recommendation to develop supervisory, middle and senior management positions provides for a clear career progression for support personnel. We have also recognized the need to provide continued light duty assignment for police officers injured in the course of duty.
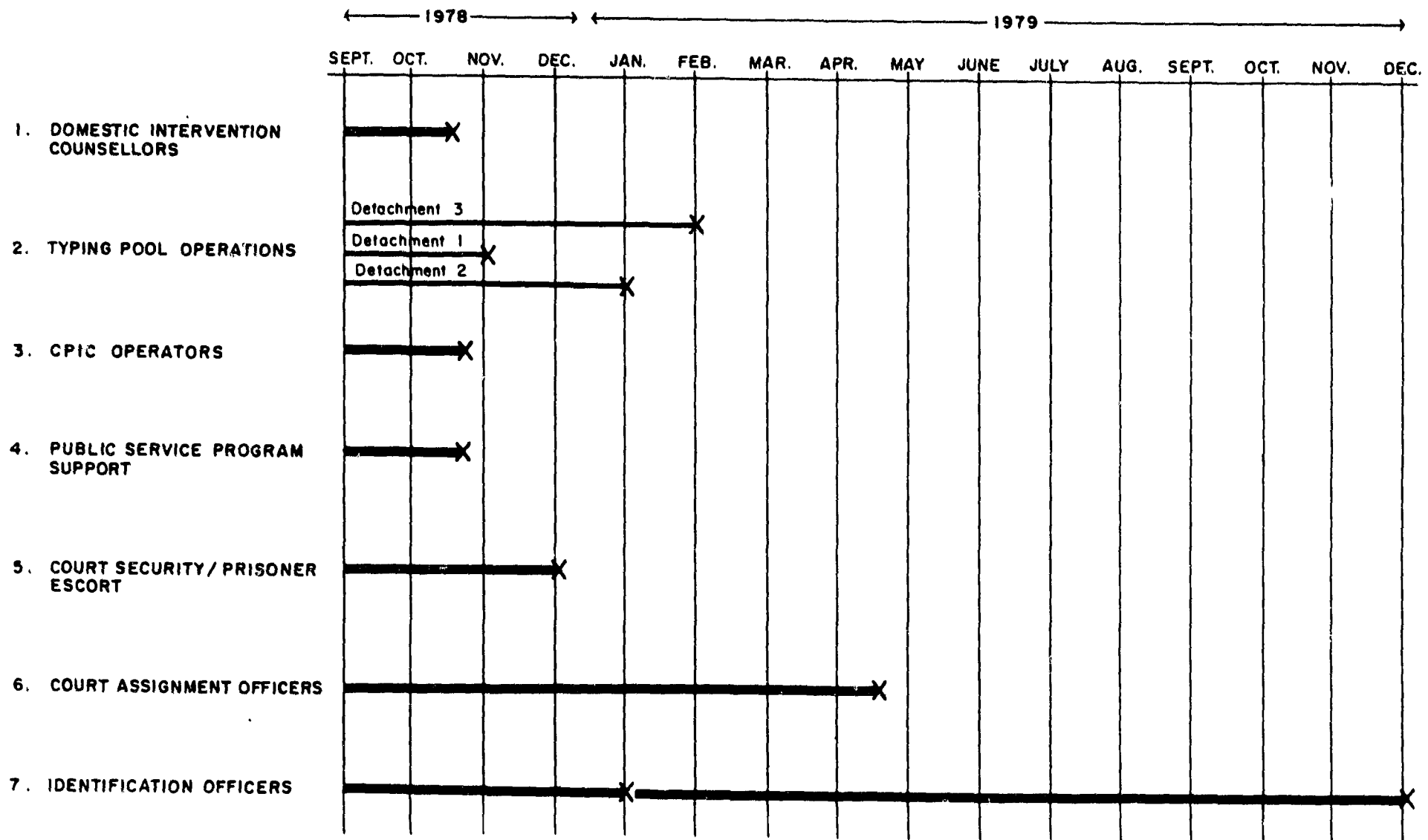
The size of police force is a determining, or limiting, factor in the potential to introduce support personnel. We believe that there is some advantage to considering alternatives of sub-contract to limit the number of additional appointments to the police department. This is best illustrated by the potential for systems development in the police department. Dependent on the policy of the Board of Commissioners of Police, and the identified priorities

for systems change, it may be inappropriate to consider hiring qualified systems personnel to work on a full-time basis in the police department.

It is also important to consider the existing organizational structure of the police department. The availability of senior sworn personnel will limit the potential for hiring middle and senior management support personnel. We recommend that the Board of Commissioners of Police review all senior appointments to determine whether support personnel could be usefully employed to allow senior police officers to be freed to concentrate on law enforcement responsibilities.

IMPLEMENTATION PROGRAM

EXHIBIT 5

SCHEDULE OF IMPLEMENTATION
CIVILIANIZATION OF W.R.P.F.

	← 1978 →	← 1979 →	

| | SEPT. | OCT. | NOV. | DEC. | JAN. | FEB. | MAR. | APR. | MAY | JUNE | JULY | AUG. | SEPT. | OCT. | NOV. | DEC. |

1. DOMESTIC INTERVENTION COUNSELLORS

2. TYPING POOL OPERATIONS
   Detachment 3
   Detachment 1
   Detachment 2

3. CPIC OPERATORS

4. PUBLIC SERVICE PROGRAM SUPPORT

5. COURT SECURITY / PRISONER ESCORT

6. COURT ASSIGNMENT OFFICERS

7. IDENTIFICATION OFFICERS

LEGEND

X = DATE OF APPOINTMENT
━━━ = PLANNING & PREPARATION FOR INTRODUCTION

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IV - IMPLEMENTATION PROGRAM

INTRODUCTION

In this section of the report we outline the necessary steps required to successfully implement our recommendations for employing additional support personnel. The priority for placement of support personnel should be defined by the following criteria:

- The immediate opportunity for realizing maximum savings by freeing up the largest number of sworn personnel

- A realistic assessment of the potential to improve operating efficiency

- The minimum amount of organizational change, or disruption to operations, that is required ‿o introduce new support personnel.

SCHEDULE OF IMPLEMENTATION

Exhibit 5 opposite shows an approximate time schedule for the implementation of our recommendations to hire additional support personnel. The priority defined is subject to the approval of the Board of Commissioners of Police, Waterloo Regional Municipality. The additional personnel should, in our opinion, be hired in the following order:

1. Domestic Intervention Counsellors
2. Typing Pool Operations

EXHIBIT 6.

TASKS TO BE UNDERTAKEN PRIOR TO
INTRODUCING SUPPORT PERSONNEL

1. Development of a strategy for civilianization:

    - determine and define priorities
    - review timing

2. Agree timing and number of personnel with commission

3. Establish responsibility within force for the appointment
    of support personnel:

    - appoint task force
    - prepare detailed position descriptions
    - recommend and agree policy and organizational adjustments

4. Develop time schedule for support personnel in:

    - recruitment
    - training
    - placement

5. Agree strategy for re-deployment of sworn personnel
    including re-training, re-assignment to other areas

6. Finalize plan and communicate to all affected groups

7. Develop appropriate salary classifications and bench marks

8. Order necessary equipment, including delivery lead time

9. Develop adequate training programs for support personnel

10. Hire personnel for agreed positions in agreed timetable

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3. CPIC Operators

4. Public Service Program Support

5. Security Prisoner Escort

6. Court Officers

7. Identification Technicians.

These suggested priorities and timings are dependent on the agreement of the Board of Commissioners of Police.

TASKS TO BE UNDERTAKEN PRIOR TO
THE APPOINTMENT OF SUPPORT PERSONNEL

Exhibit 6, outlines 10 tasks which must be sucessfully completed in order to effectively manage the appointment of additional support personnel. The development of a strategy for civilianization will require that the Board of Commissioners determine and define priority and review the timing of appointments. This will also require that the Board of Commissioners approve the additional personnel required as a result of our recommendations.

Subsequent to the approval in principle we recommend that responsibility for the appointment of approved support personnel is delegated to senior members of the police force. This step will involve the preparation of detailed position descriptions, operating procedures, policy development and potentially organizational readjustments. Subsequent to this important phase it will be possible to define effective time scales for the recruitment, training and placement of support personnel. In addition it will be necessary to agree a strategy for the redeployment of sworn personnel including retraining and reassignment to other areas of W.R.P.F. After these policy decisions have been made the plan to introduce support personnel should be finalized and communicated to all effected groups.

In addition to this communication it will be necessary to develop appropriate salary classifications, order the necessary equipment and develop adequate training programs. The final step in the process is to hire personnel for the agreed positions within the agreed timetable.

Post Implementation Review

We recommend that the Board of Commissioners of Police and the senior management of W.R.P.F. review the effectiveness of support personnel after a 6 month period. The trial program should be assessed against the original objectives defined in the policy planning stage. A further review should be undertaken after 1 year to determine the overall success of the program, and to determine the potential for futher employment of support personnel.

SUMMARY OF OUR PROJECT AND RECOMMENDATIONS

We believe that the Waterloo Regional Police Force is of an appropriate size to consider the introduction of additional support personnel. There are several advantages in following this plan. These include the potential to free up a number of qualified, experienced professional police officers and also to realize significant cost savings.

In principle the appointment of support personnel has been accepted by the senior officers within the force. We believe that there is the potential for the Waterloo Regional Police Force to play a lead role in the police community in the use of support personnel in both related support functions and also in supervisory, middle and senior management positions in administration and related support functions. This is consistent with the major trends in the employment of support personnel identified as a result of our study.

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We believe that the approach used in this study to identify the potential opportunity to employ support personnel will be of major benefit to members of the Waterloo Regional Police Force in the future assessment of the potential for employing support personnel. We also believe that this approach will form the basis for detailed examination of this potential in other police departments/forces. The Board of Commissioners of Police and the senior police officers of the Regional Municipality of Waterloo will have made a significant contribution to the police community.

END