



City of Richmond

Report to Committee

To: Community Safety Committee  
 From: Phyllis L. Carlyle  
 General Manager, Law & Community Safety  
 Re: Lower Mainland District Vacancy Report

TO Safety Committee July 10, 2007  
 Date: June 26, 2007  
 File: 05-1810-10

Staff Recommendation

That Council endorse, and staff and the OIC implement the recommendations contained in the CAO/PPC (Chief Administrative Officer/Principal Policing Contact) group's Lower Mainland District Vacancy report.

Phyllis L. Carlyle  
 General Manager, Law & Community Safety  
 (4104)

Att. 1

<b>FOR ORIGINATING DEPARTMENT USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b> 		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

## Staff Report

### Origin

The report regarding RCMP vacancies in the LMD (Attachment 1) was presented to the Mayors' RCMP Forum June 22, 2007. There are a number of strategies and initiatives contained within the report that can be implemented at the municipal and local detachment level.

### Analysis

The negative impact that police vacancies are having on the delivery of police service in the Lower Mainland was raised at the Mayors' RCMP Forum in December, 2006. The matter was referred to the CAO/PPC Staff Working Group for investigation.

A sub-committee of the CAO/PPC Staff Working Group, under the leadership of the City of Richmond, agreed to explore the root causes of the vacancies and develop specific actions and strategies for dealing with them. This sub-committee included representation from municipalities with large and small detachments and RCMP representatives from the LMD. Further, senior municipal staff, Police Services representatives, as well as, the RCMP were invited to three separate workshops so that their input could be sought. The resulting strategies contained in the attached report are related to actions that the City and the local detachment can take to improve vacancies locally.

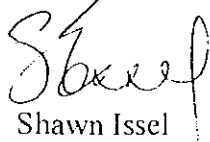
It is worth noting that a significant finding of the sub-committee was the importance of communication between the partners. The Staff Working Group quickly discovered that issues in some communities that appear insurmountable, barely exist in others. The differentiating factor between these communities is the degree to which the partners work in a cooperative fashion. Therefore a critical component of any of these initiatives must be effective tri-party communication and consultation between the LMD, OIC's and municipalities.

### Financial Impact

There is no financial impact

### Conclusion

The strategies and initiatives outlined in the attached report are intended to reduce vacancies at the local detachment level. The responsibility for undertaking these actions rests with the City, the local detachment and the LMD. The CAO/PPC Staff Working Group will continue to monitor the progress of the various initiatives and report back to the Mayors' RCMP Forum.



Shawn Issel  
Manager, Community Safety Policy and Programs  
(4184)

SI:si

A photograph of a city street scene. In the foreground, there is a large, vibrant display of pink and purple tulips. Behind the flowers, a large tree with bright yellow leaves stands on the left side of the street. The street itself is paved and has several cars, including a white van and a silver sedan, driving away from the camera. In the background, there are buildings and a clear blue sky. The text "LMD VACANCY REPORT to the Mayors' RCMP Forum" is overlaid in the center of the image, and "JUNE 2007" is overlaid below it.

**LMD VACANCY REPORT**  
**to the Mayors' RCMP Forum**

**JUNE 2007**

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### **Executive Summary - LMD RCMP Regional Pool**

Over the past several years, concern has been expressed about the negative impact that police vacancies are having on the delivery of police services in the Lower Mainland. This issue was raised at the last Mayors' Consultative Forum meeting (December 19, 2006) and the matter was referred to the CAO/Principle Policing Contact Staff Working Group for investigation.

When discussing vacancies, it is important to distinguish between the two main types of vacancies:

- **Hard Vacancies** - these occur when a member is not assigned to an existing position. An example of this is when a detachment has a Watch Commanders' position that is vacant and a permanent replacement has not been assigned to it.
- **Soft Vacancies** - this type of vacancy occurs when a member, who is assigned to a position, is away from active duty for 30 days or more for medical or other reasons, including parental leave and sick leave.

This distinction is important so that the root causes of the vacancies can be more clearly understood and strategies adopted to address them.

Hard vacancies, many of which are at the Non-Commissioned Officer (NCO) level, have been high in recent years for a number of reasons. Firstly, there have been a significant number of retirements in recent years, many of which are at the NCO level. At the same time, a review of the promotion process stalled the appointment of NCO's for a period of time. Further, the cost of living in the Lower Mainland has resulted in police officers outside of the Lower Mainland not considering promotional transfers to the Lower Mainland for economic reasons.

The RCMP has already implemented a number of changes that should start to reduce the vacancy rate. For instance, the review of the promotion system is complete and members are now being promoted into vacant NCO positions. Also, significantly more recruits are graduating from the Training depot. With respect to soft vacancies, municipalities, in concert with their Officers in Charge, are using a variety of different strategies. Some of which are discussed in the body of this report.

Each municipality with the RCMP Lower Mainland District (LMD) has its own unique needs and priorities based on size, geography, rural/urban mix, diversity and economics so a "cookie cutter" approach to resolving vacancies may not be acceptable. A sub-committee of the CAO/PPC Staff Working Group, under the leadership of the City of Richmond, agreed to explore the root causes of the vacancies and develop specific actions and strategies for dealing with them. This sub-committee included representation from municipalities with larger and smaller detachments and RCMP representatives from LMD (Appendix A). Further, senior municipal staff, Police Services representatives as well as the RCMP were invited to three separate workshops so that their input could be sought. A list of the strategies and initiatives resulting from this work follows.

## **Strategies and Initiatives**

### **Vacancies for Leaves (Soft Vacancies)**

1. The RCMP continue to use, and expand where possible, the current practice of using “Surplus to Establishment” to backfill positions and make it available to all of the municipalities, at their pleasure.
2. The investigation of the Regional Pool Concept be considered by the Mayors’ Forum, once the hard vacancy rate is sufficiently reduced, as outlined in the report.
3. The LMD to report to the CAO/PPC Group on strategies in place to minimize work place absenteeism and increase retention.
4. The Community Safety Officer (CSO) program, be made available to interested municipalities
5. The Reservists Program be expanded and made available to every municipality within the LMD.

### **Vacancies to Establishment (Hard Vacancies)**

6. The RCMP ensure the turnaround time for filling NCO (Non Commissioned Officers) positions be minimized and further that their success in meeting this is monitored.
7. The OIC, in consultation with municipalities, establish performance objectives with respect to safety and policing objectives and associated staffing targets.
8. Municipalities establish, in consultation with their OIC, five year police officer resource plans.
9. The LMD provide a 5 year forecast of resourcing levels and identify recruiting targets that will reduce the historical “hard” vacancy patterns, and to report semi-annually to individual municipalities.
10. The process for requesting RCMP members be revised to better meet RCMP requirements for forecasting recruitments.
11. With negotiations for the policing contract underway, municipalities to advise the Provincial Police Services Division that police resourcing levels should be addressed in the next contract.

### **Consultation with Municipalities**

12. The RCMP report quarterly to municipalities on how well they have met the target for the soft and hard vacancy rates for the LMD, including resourcing levels, recruiting targets and projected leaves for the LMD.
13. The RCMP report semi-annually to the Mayors' Forum on the success of the CSO and Reservist Programs, as well as any other initiatives which contribute to alleviating the shortage of RCMP members in the LMD.
14. The LMD is to continue to work with local municipalities to provide them with meaningful input into the selection of senior RCMP personnel. Municipalities to also have meaningful input into the performance plans of the Officer in Charge (OIC).
15. While the operational independence of the RCMP is recognized, the OICs must function as an integral part of the management team of the municipalities in which they serve. The LMD is to work with OIC and PPC to identify the best way to achieve this.
16. The LMD is to review positions currently occupied by police officers and provide recommendations to the municipalities as to which positions can be civilianized.
17. The RCMP is to work with Provincial Police Services Division to ensure that the municipal resources supplied to integrated units are included in the police resourcing statistics.
18. The CAO/PPC Staff Working Group and the RCMP continue to work together to fulfil these recommendations.

## Introduction

The negative impact of vacancies at the local detachment level was discussed at the Lower Mainland District Mayors' Consultative Forum on December 19, 2006. The Mayors referred the matter to the CAO/PPC Staff Working Group to investigate and report back to the Forum. A series of meetings were held with senior municipal staff and the RCMP to firstly define the problem and secondly, to develop strategies and initiatives to address them.

## Definition of the problem

There are two types of vacancies which contribute to the decreased number of members at some detachments. A hard vacancy is defined as having a position vacant in the detachment's authorized number of positions (established strength) and no person to fill that vacancy. A "soft" vacancy is defined as a position that is occupied by a person in the detachment's authorized number of positions (established strength) but who is away due to one of the following reasons - Maternity leave, Paternity leave, Leave without Pay, Suspension, Long Term Sick Leave. Table 1 in the Appendix is a combined average of the hard and soft vacancies for each municipality within the Lower Mainland District from 2004/05 to 2005/06.

The vacancy pattern within the LMD fluctuates on a month to month, if not a day to day, basis. This is a result of members transferring within or into and out of the Division, as well as members returning to work from Maternity and Paternity leave, Leave Without Pay, Suspension, or Long Term Sick Leave. A breakdown of the established vs. actual strength, as well as Surplus to Establishment (STE) and various types of leaves for August, 2006 to April, 2007 for municipalities in the LMD is shown in Table 2.

The RCMP has not been able to provide sufficient police resources to fill hard vacancies (unfilled positions). Further, the current methodology for computing police costs does not provide funding for relief to cover for "soft" vacancies (filled positions with members on long term leaves). These vacancies impact most detachments across the LMD. As a result, municipalities have worked with their detachment commanders to resolve these shortfalls using a variety of approaches:

- In jurisdictions where the police operating budget is fully funded, the "hard" vacancies create a surplus that is used to supplement the police budget in other areas, such as equipment or specific projects.
- Some jurisdictions establish budgets that leave assumed vacant positions unfunded.
- Other jurisdictions, in recognition of the estimated "hard" vacancies, authorize additional police officers over the established strength.
- Some jurisdictions advance the timing of additional police officers that have been authorized, if they are running "hard" vacancies.
- Some communities use overtime to address workload pressures resulting from vacancies.
- A number of communities have "civilianized" positions that were traditionally held by police officers.

These examples are not exhaustive but are used to illustrate how vacancy patterns are being addressed at the local level.

## ***Hard Vacancies***

A “hard” vacancy occurs when an RCMP position has been vacated by the incumbent, therefore no name is attached to this position. An unfilled new position also creates a “hard” vacancy. There are a number of factors which have contributed to the current hard vacancy rate.

The majority of hard vacancies in the LMD is caused by vacancies at the NCO rank as opposed to the constable rank. Over the last few years the RCMP has undertaken a review and restructuring of the promotional process. This caused some delays in their ability to staff a position in a timely manner.

The RCMP, as with many other organizations, is facing a number of retirements in its work force which impacts its hard vacancy rate. Over the last four years E Division has seen an average of two hundred retirements per year. The forecast is for this average to continue over the next few years. In order to meet the demand for new recruits, the RCMP is increasing the number of recruits at Depot (RCMP Police Academy). The competition between law enforcement agencies for this limited number of recruits is intense. To address this competition, the RCMP has modified its recruiting strategies to meet its organizational needs.

Divisional and national pressures contribute to the hard vacancies by drawing members from the Lower Mainland and the rest of Canada to establish new units. In the last few years the RCMP created several units to address investigational and anti-terrorist needs, for example the BC Integrated Gang Task Force, Missing Women Task Force, Federal Air Marshall Program, and the Air India Task Force.

The cost of living in the lower mainland also contributes to hard vacancies. Members are not as likely to transfer into the lower mainland from other parts of the province or Canada, and commuting within the LMD creates challenges in filling vacancies.

## ***Soft Vacancies***

A “soft” vacancy is caused by members who take maternity leave, paternity leave, long term sick leave, suspension or leave without pay. The position still has their name attached to it, therefore it can only be filled on a temporary basis. Recent changes in legislation extending maternity benefits from six months to one year, and the benefit of paternity leave have caused some increases in the number of soft vacancies.

When a member from any detachment goes on maternity leave, paternity leave, long term sick leave, suspension or leave without pay, they remain on strength at their current detachment. Once they are on leave for 30 days, the home detachment is no longer required to cover their full costs. Their costs are paid through the Division Administration costs. The Division Administration cost is a yearly per member cost that all E Division municipalities pay based on the number of actual positions at their respective detachments.



## **Current Initiatives**

The RCMP has instituted a number of programs to reduce the hard and soft vacancy rates, which are explained in the following section.

### ***Hard Vacancies***

#### **Recruitment**

To address the hard vacancy needs the RCMP has engaged in an aggressive recruiting campaign. The training academy, Depot, has increased its capacity to graduate cadets. In 2005 / 06, 7000 applications to join the RCMP were received resulting in over 1200 cadets forming 41 troops. In 2006 /07, 10,000 applications to join the RCMP were received, from that, over 1500 cadets went through training forming 52 troops - the highest number in the force's history. In 2007/ 08, Depot will form 62 troops and British Columbia will receive 500 cadets to fill the Divisional vacancies. The target for the next three years is to process 72 troops in 2008/09 and 2009/10 and 55 troops in 2010/11.

The RCMP has also modified the cadet transfer policy to assist in the retention of cadets and members in the lower mainland. In previous years when a cadet graduated from Depot, they were never allowed to return to their home province. Today, cadets that are hired from the lower mainland are allowed to return. This policy change will decrease the number of future transfers from the LMD as these cadets will choose to stay near family and support systems.

#### **NCO Positions**

The review and restructuring of the promotional process is now complete and an improvement in turn around time should occur when a vacancy at the NCO rank take place. Monitoring the time it takes to fill NCO positions and reporting that information to the CAO/PPC Staffing Working Group would be desirable.

#### **Resource Planning**

The process to request additional members for a detachment begins approximately eighteen months in advance of receiving members, when municipalities submit the Letter of Approval in Principle for the Annual Reference Level Update in July. By May of the following year, a second letter is sent to confirm the policing budget for the following fiscal year and, if additional members are requested a third letter is sent to the Solicitor General. Currently, the RCMP can project approximately one and a half years in advance based on the increases to establishment authorized by the various municipal councils during the budget process.

It takes 18 months for the RCMP to recruit and train a member. The RCMP plans its provincial resource requirements on a five year basis through the annual resource level update process. This five year process does not exist, in a formal fashion, on the municipal side of the house. This has caused some difficulty in establishing accurate future resource requirements in the lower mainland which impacts the recruitment and training program.

A new process will need to be developed to allow for better long term planning and forecasting. A set standard for approval would also be beneficial so that both the municipalities and the RCMP can commit and plan accordingly.

## ***Soft Vacancies***

### **STE Regional Pool**

E Division uses the concept of a "regional pool" through the use of members that are STE's (Surplus to Establishment). Each detachment has a set number of position numbers based on their authorized detachment strength. If a member goes on maternity/paternity leave, long term sick leave or leave without pay he/she remains attached to the detachment strength and occupies a position number. An STE can be brought in to back fill the vacancy, but cannot be assigned a position number as it is already assigned to the incumbent, therefore they are considered STE. While they may not have a position number they are counted as part of the detachment's authorized strength. In consultation with the OIC and the municipality, and based on the vacancy pattern and the availability of STE's, E Division can transfer members to a given detachment.

### **Regional Pool**

While the Task Group discussed the concept of a regional pool. The RCMP's current vacancy pattern does not allow for the ability to staff such a pool. Some municipalities have developed solutions to address their respective vacancy pattern issues and have indicated they would not be interested in participating in a Regional Pool.

If this concept is revisited there are several challenges that would need to be resolved. The funding model would need to be developed for those interested in participating. Management of the pool as well as balancing the demand for the resources could present some difficulty. The geography of the Lower Mainland District would present some issues when temporarily housing a member while on deployment. Many of these issues could be overcome through further discussion so the Regional Pool Concept will be considered again, once the hard vacancy is sufficiently reduced through the other strategies and initiatives outlined in the report.

### **Absenteeism**

Although absenteeism was not directly addressed by this Task Group, it was recognized that an aging workforce has the potential for increased sick time and the associated impact on vacancy rates. The RCMP has programs in place to minimize absenteeism. It would be worthwhile having a report from the LMD on these initiatives.

## ***Other Initiatives***

### **Reservists**

The RCMP has developed a Reservist Program specifically to address the “soft” vacancy rate. Reserve officers are recruited from the ranks of retired RCMP members. A reserve officer holds peace officer status and is fully trained and carries out the duties of a regular member. They can work any time during the year up to a maximum of six months. The Reserve Program provides a flexible human resource pool that can be activated as a temporary measure to assist the RCMP with its resource challenges.

The Reserve Program can provide human resources to backfill parental leave, long term sick leave, special events, emergencies, international policing responsibilities and provide temporary deployment to accommodate seasonal policing. While this program has proved to be successful in other areas of the province, the lower mainland has yet to achieve the same success.

There are several factors that contribute to the slower development in the lower mainland. One of the main reasons is that upon retirement, many members move out of the lower mainland to a retirement destination.

The job market in the lower mainland for retired police officers is also quite strong. Some members, who do remain, find work in other law enforcement capacities or private sector employment. The program will continue to evolve and recruit retired police officers to the reserve program.

### **Community Safety Officer**

The CSO (Community Safety Officer) Program is designed as an enhancement to policing services and not a replacement for core policing functions. CSO's will have a role and training tailored to the community they serve. In some cases individuals may be employed directly by the municipalities, and in others they may be at the RCMP detachment. CSO's will be clearly distinguishable from regular member constables in duties, training and uniform. Community involvement in defining the CSO role will create clear expectations. Divisions are working on pilot sites and the LMD is anticipating receiving a pilot location in the near future.

### **Commitment to Remain in Detachments**

A policy has been instituted within the LMD to maintain continuity within detachments and alleviate some of the pressures of the hard and soft vacancy rates. New members are expected to remain at their post for 5 years. An experienced member transferred to a detachment is expected to remain for 3 years. A newly promoted NCO is also expected to remain for 3 years and cannot be promoted until they have two years in that rank.

### **Civilianization**

The RCMP actively pursues all avenues with regards to the civilianization of the workforce. All positions within the RCMP fall under a classification system. Any new position is scrutinized to

determine the appropriate classification of employee. Some positions that were traditionally held by regular members have been reclassified to other categories of employees. Many traditional detachment roles were once occupied by a regular member. Over time, the RCMP has civilianized records supervisors, readers / file reviewers, and various administrative positions.

### ***Communication and Consultation***

The Task Group recognized that a strategic component of any of these initiatives must be effective tri-party communication and consultation between the LMD, OIC's and municipalities. Each municipality has unique needs, therefore meaningful, open discussions between all three parties is necessary to ensure actions correspond to those needs. There is a set of strategies at the beginning of this discussion paper that specifically address communication and consultation.

Both formal and informal communication strategies may be needed dependent upon how individual municipalities and the RCMP currently interact. As an example of the benefit of improved communication and consultation, the discussions that took place between staff from different municipalities, as well as the RCMP in formulating this discussion paper were an effective tool for exchanging best practice information. The LMD in consultation with municipalities has instituted regular meetings with Mayors, and municipal staff with OIC's in attendance. These meetings can serve as the foundation for a broader communication/consultation framework.

### **Conclusion**

The strategies and initiatives outlined in this report were developed by the RCMP, in partnership with municipal staff and demonstrate the cooperative spirit that exists in the LMD. The vacancy rate has improved in recent months as a result of actions taken by the RCMP. Further improvement is expected as the other initiatives are implemented.

The importance of communication between the partners cannot be underestimated. The Staff Working Group quickly discovered that issues in some communities that appear insurmountable, barely exist in others. The differentiating factor between these communities is the degree to which the partners work in a cooperative fashion. Municipal staff, RCMP and LMD need to accept personal responsibility for this as healthy relationships between the three are essential.

**Table 1**

<b>Detachment</b>	<b>Vacancy 2004/05 %</b>	<b>Vacancy 2005/06 %</b>
Burnaby	9.80%	11%
Chilliwack	5.50%	9.50%
Coquitlam	6.80%	10%
Hope	0.83%	16.90%
Langley City	14%	9.10%
Langley Township	6.70%	11%
Maple Ridge	7.90%	6.30%
Mission	4.08%	4.82%
NV City	12.61%	12.89%
NV District	12.61%	12.89%
Pitt Meadows	11.40%	10.70%
Port Coquitlam	6.40%	7.60%
Richmond	9.80%	8.80%
Airport	9%	10.90%
Squamish	16%	4.08%
Sechelt	9.10%	12.3%
Surrey	2.18%	6.10%
Whistler	5.60%	9.13%
White Rock	8%	9%

**Table 2**

August 2006 - April 2007

Detachment	Authorized		Actual		Actual		Soft Vacancies		% soft (i) = $\frac{(f)+(g)+(a)}{(a)}$	% hard (j) = $\frac{(h)+(a)}{(a)}$	% total (k) = $\frac{(e)/(a)}{(a)}$
	Establishment	Members	STE's	Strength	Vacancy (e) = (a) - (d)	Med, MAT/PAT	LWOP	Vacancies			
	(a)	(b)	(c)	(d)=(b)+(c)	(e) = (a) - (d)	(f)	(g)	(h)			
Agassiz	16.25	15.63	0.00	15.63	0.63	2.38	0.13	-1.88	15.38	-11.54	3.85
Boston Bar	3.00	3.13	0.00	3.13	-0.13	0.00	0.00	-0.13	0.00	-4.17	-4.17
Bowen Island	2.00	2.88	0.00	2.88	-0.88	0.00	0.00	-0.88	0.00	-43.75	-43.75
Burnaby	267.00	230.00	5.25	235.25	31.75	14.25	0.00	17.50	5.34	6.55	11.89
Chilliwack	101.25	101.25	1.75	103.00	-1.75	4.38	0.13	-6.25	4.44	-6.17	-1.73
Coquitlam	137.13	115.38	1.75	117.13	20.00	5.38	0.38	14.13	4.19	10.30	14.59
Hope	18.00	18.50	0.00	18.50	-0.50	0.00	0.00	-0.50	0.00	-2.78	-2.78
Langley	167.50	154.31	3.31	157.63	9.88	4.63	1.44	3.81	3.62	2.28	5.90
Mission	54.00	50.31	1.00	51.31	2.69	2.13	0.00	0.56	3.94	1.04	4.98
North Vancouver	159.00	137.50	1.50	139.00	20.00	4.75	2.13	13.13	4.32	8.25	12.58
Port Coquitlam	60.75	52.88	0.88	53.75	7.00	2.75	0.00	4.25	4.53	7.00	11.52
Ridge Meadows	103.50	90.13	3.38	93.50	10.00	9.38	0.00	0.50	9.06	0.48	9.66
Richmond	218.75	198.69	2.25	200.94	17.81	11.00	0.75	6.06	5.37	2.77	8.14
Sunshine Coast	32.13	29.88	0.00	29.88	2.25	2.13	0.00	0.13	6.61	0.39	7.00
Squamish	31.00	26.25	1.13	27.38	3.63	3.13	0.38	-0.13	11.29	-0.40	11.69
UBC	17.00	17.25	0.00	17.25	-0.25	0.00	0.00	-0.25	0.00	-1.47	-1.47
White Rock	23.00	22.50	0.88	23.38	-0.38	0.25	0.00	-0.63	1.09	-2.72	-1.63
Surrey	571.38	510.63	9.25	519.88	51.50	20.00	1.88	29.63	3.83	5.18	9.01
Whistler Pemberton	33.00	33.00	0.00	33.00	0.00	0.38	0.00	-0.38	1.14	-1.14	0.00
<b>Total (rounded)</b>	<b>2016</b>	<b>1810</b>	<b>32</b>	<b>1842</b>	<b>173</b>	<b>87</b>	<b>7</b>	<b>79</b>	<b>4.67</b>	<b>3.90</b>	<b>8.60</b>
<b>Average (%)</b>											

Average from Aug 06 to April 07

STE: A member occupying a position that is above the authorized established number of positions  
LWOP: Leave without pay

The above noted vacancy pattern percentages will vary if any detachment positions are blocked for the following reasons:  
Cover costs for the Integrated Homicide Investigation Team members (IHIT).  
To cover budget shortfalls.

Positions are authorized at the start of the year but not to be filled until later in the year.  
If the authorized establishment is greater than the budgeted strength

Authorized establishment is the contracted number of positions at any given detachment

Authorized establishment can vary (on paper) if changes were made to your detachments establishment. If an old position is eliminated and a new one is created there could be a delay in creating the new position as it needs to go through classification. This will cause a slight variance in your established strength and is done to calculate the proper vacancy rate.

Spreadsheet interpretation:

Langley has an authorized Strength of 167.5 members. Their actual strength was 154.31 + the number of STE's which equals 157.63. The number of members they were short over this period was 9.88.

The total number of members away due to soft vacancies was 4.63 + 1.44 equaling 6.07. The total number of members away due to hard vacancies was 3.81. The percentage of members away due to soft vacancies is 3.62 %. The percentage of members away due to hard vacancies is 2.28%. The total percentage of vacancies at the detachment is 5.90%.

This spreadsheet will be amended in the future to take into account the various methods that municipalities and detachments use to manage their vacancy rates

## Appendix A

### CAO/PPC STAFF WORKING GROUP SUB COMMITTEE MEMBERS

#### LOCAL GOVERNMENT REPRESENTATIVES

Phyllis Carlyle – **Chair**, General Manager Law and Community Safety  
City of Richmond

Bill Brown – Administrator  
District of Sechelt

Paul Gill – General Manager, Corporate & Financial Services  
District of Maple Ridge

Shawn Issel – Manager, Policy Development & Corporate Programs  
City of Richmond

Ben Themens - Deputy Director of Finance  
City of North Vancouver

Richard Wells – Director of Corporate Services  
City of Port Coquitlam

#### RCMP REPRESENTATIVES

Denis Boucher - Inspector, Corporate & Client Services Officer  
RCMP Lower Mainland District

Dave Fleugel - Sergeant, Advisory NCO  
RCMP Lower Mainland District

Kathy Jesani - Administrative Assistant  
RCMP Lower Mainland District

Walt Sutherland – Inspector, OIC Recruiting, Policy & Planning  
Career Development & Resourcing Services  
RCMP “E” Division