

Chapter 10

PERSONNEL ALLOCATION

This chapter addresses the establishment, allocation and distribution of personnel. In addition, the standards encourage the utilization of civilian employees, and ensure that police officers are assigned to activities requiring sworn peace officer authority. Personnel alternatives include:

- o use of auxiliaries to supplement, but not replace, full-time sworn personnel; and
- o use of civilians in lieu of full-time, sworn officers.

Personnel alternatives are not intended as a substitute for police officers in those positions requiring peace officer authority. Rather, personnel alternatives are intended to achieve the use of police officers in the appropriate configuration supported by civilian staff.

10.1 Allocation of Personnel

10.1.1 The department has a staffing table that provides the following information:

- o total authorized personnel strength; and
- o number of personnel, by rank or job title, assigned to each organizational component or function.

Comments: Figures on actual (in addition to authorized) strength are also useful and may be included in the staffing table. (M M M)

10.1.2 The department allocates personnel to organizational components or functions in accordance with anticipated workload assessments.

Comments: The department should attempt to prevent over- or understaffing by ensuring that the personnel strength of an organizational component or function is consistent with the workload. The nature or number of tasks as well as their complexity, location, and time required for completion are some of the factors influencing workload demands. The process of allocating personnel to each organizational component or function also permits the department to determine the overall number of personnel required to meet its needs and fulfil its objectives. (M M M)

10.1.3 At least annually, the department reassesses the allocation of personnel.

Comments: Allocation of personnel should be in accordance with current workload demands. Because of fluctuations in workloads, the department should reassess, at least annually, the workload demands of each organizational component or function. (M M M)

10.2 Distribution of Personnel

10.2.1 The department maintains a map of its service area organized into identified reporting areas.

Comments: To facilitate the collection and analysis of information relating to crimes and services as well as the geographic distribution of personnel, the department should establish a system of reporting areas of roughly equal populations. Because the reporting areas are designed to enhance the development of patrol zones, they should follow natural boundaries, arterial streets, railroad tracks, bridges, freeways, etc.

The department should record a reporting area identifier in connection with every incident. (M M M)

10.2.2 At least annually, the department tabulates incidents by reporting areas.

Comments: Such a tabulation enables the department to reassess demands for service and the relative importance of workload distribution factors. Tabulations may be based on a sample of incidents. (O O M)

10.3 Specialized Assignment

10.3.1 A written directive requires an annual review of each specialized assignment for the purpose of determining whether it should be continued. This review should include:

- o the re-evaluation of the initial problem or condition that required the implementation of the specialized assignment; and**
- o an analysis of continuing the specialized assignment.**

Comments: Once a specialized program, activity, or organizational component has been developed, there may be a tendency toward continuing growth without further scrutiny of the need for specialization. (O O M)

10.3.2 A written directive requires anticipated openings or vacancies in components, functions or specialized assignments to be advertised by written announcement throughout the department.

Comments: Advertising provides a large base of candidates and gives employees a greater choice of career opportunities. It also minimizes the feeling that selection is based on favouritism. However, for security reasons, it is not necessary for the department to announce, in writing, openings for undercover or similar assignments. Additionally, the department need not advertise when unexpected circumstances require temporary, short term secondments. (O O M)

10.3.3 A written directive specifies the criteria for the selection of personnel for specialized assignments.

Comments: The criteria for assignment should be based on the skills, knowledge, and abilities required for the specialized assignment. (O O M)

10.4 Auxiliaries

10.4.1 A written directive establishes and describes the department's auxiliary officer program.

Comments: The directive should describe the duties and responsibilities of auxiliary officers, define their authority and discretion in carrying out their duties, and delineate the amount of supervision they are to receive. (M M M)

10.4.2 A written directive defines auxiliary selection criteria.

Comments: Educational level, experience, physical abilities, and other selection criteria should be appropriate for the auxiliary officer function. (M M M)

10.4.3 Auxiliary officers are qualified for service only after completion of an approved training program.

Comments: Training and certification of auxiliary officers fall within the mandate of provincial legislation. (M M M)

10.4.4 Auxiliary officers may be assigned to assist full-time personnel in delivery of police services and for emergencies.

Comments: For auxiliary officers to become proficient in the performance of law enforcement services, it is essential that they have a high degree of familiarity with the operations of the department, confidence in their abilities, and competence acquired through regular experience. (M M M)

10.4.5 Auxiliary officers wear the same uniform as full-time officers with the addition of insignia identifying the officer as a auxiliary.

Comments: Uniforms for auxiliary officers, except for "auxiliary" insignia, should not be distinguishable from those of police officers. Uniforms and equipment may be reduced to reflect the level of activity of auxiliary officers. (M M M)

10.4.6 Auxiliary officers are equipped at the discretion of the Chief of Police.

Comments: Equipment should reflect the level of activity of auxiliary officers. (M M M)

10.4.7 Auxiliary officers who carry firearms are tested for firearms proficiency with the same frequency as full-time officers.

Comments: Qualifying standards and scores for auxiliary officers should be identical to those for regular officers. (M M M)

10.5 Civilians

10.5.1 Positions not requiring sworn personnel are specified as civilian positions and staffed accordingly.

Comments: Generally, those positions common to other governmental departments and requiring skills other than those of sworn officers should be designated as civilian. Sworn personnel may be temporarily assigned to these positions in the event of an urgent department need or to broaden an officer's experience. (M M M)

10.5.2 An annual review is conducted of all positions to determine whether they should be staffed by sworn or civilian personnel.

Comments: Reviews should be designed to ensure that departments are maximizing their use of all personnel. (M M M)