

Exhibit 50 E

VANCOUVER POLICE DEPARTMENT POSITION PROFILE

Rank: Sergeant
Section/Unit: General Patrol
Summary:

Last Updated: November 5, 2008

Responsible for the supervision and co-ordination of all activities relating to the General Patrol Team, including call load management, major incident supervision, deployment of personnel, coaching, evaluation, administration, planning, Problem-Oriented Policing initiatives, and managing personnel issues.

FUNCTIONS

Planning

Facilitates the establishment of goals and objectives for the Team or Section and assists in devising strategies for achievement of these goals. Plans crime reduction and crime prevention strategies and includes team members in this process. Gathers and uses appropriate intelligence to guide planning process. Sets and communicates standards for individual members and team performance. Communicates plan in both written and verbal format.

Organizing

Deploys members in accordance with Division, District, Team, or Section objectives, safety considerations, labour relations guidelines, personnel compatibility and crime analysis projections. Prepares projected duty rosters and partnerships in accordance with the above considerations.

Leading & Directing – Operational

Performance Development: Identifies Performance standards for Team members, monitors individual Performance, provides and solicits feedback and assists members in eliminating gaps in performance, assists members in career Planning by facilitating in-service training and job rotation within the Department. Completes formal reports on subordinates' performance. **Work Load Management:** Monitors the work demands (i.e. incoming calls/cases) for the Section or Team and assigns workload based on priority. Ensures adequate and safe levels of deployment to facilitate the successful resolution of incidents and apprehension of suspects. Makes contact with complainants and/or victims, advising them of delays and/or case status. When necessary ensures that crime scenes are preserved for Forensic applications and evidence is processed correctly. **Motivation:** Creates an environment that is positive and encouraging and assists members to reconcile their personal goals with organizational goals. **Major incident supervision:** Controls the deployment of personnel during major incidents by ensuring that there are sufficient units to provide safety to members, and to contain and apprehend suspects. Ensures that the crime scene is preserved for forensic applications and that evidence is processed correctly.

Controlling - Operational

Discipline: Maintains discipline at a Team/Squad level as per departmental regulations and legal requirements (Police Act, Criminal Code). Investigates citizen complaints against members when assigned by management or Internal Investigations Squad. Deals with performance problems and issues using the departments approved labour process. **Administrative Duties:** Provides Administrative controls on numerous Functions including, reconciliation accounting, time entry, current and projected duty sheets, annual leaves and other miscellaneous leaves. Generates reports on the above as well as other activities relating to squad/team/section functions and responsibilities. **Report Review and Approval:** Reads and monitors members' reports for structure, content and thoroughness. Reviews and approves various reports including GO reports, external and internal communications.

Problem Oriented Policing

Participates in the community based policing model by acting as community team leader in identifying problems that damage the quality of life, then works through the community as a whole to find and apply solutions to those problems. Utilizes the formal problem solving process.

Practitioner

Performs the duties of a primary response unit/direct report when circumstance or deployment dictates.

CORE COMPETENCIES

Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review: (Seeks improved individual and organizational performance and results). Provides feedback to others based on established targets and criteria. Mentoring: Models the qualities that are expected by other employees.
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Facilitates group discussion ensuring involvement of all participants. Written Communication: Writes formal and informal reports in a clear and concise manner.
Community Focus	Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues. Public Participation (Incorporates public input and feedback) Demonstrates understanding of different techniques for public consultation. Community Policing: (Identifying and solving underlying community problems) Develops programs that address crime and order problems and their underlying problems. Customer Focus: (Develops organizational actions, values & services that focus on customer needs.) Promotes a customer service ethic among others.
Resource Management	Works effectively and efficiently within financial, human and physical resources. Work Management (Manages multiple tasks and priorities for maximum personal and organizational success.) Organizes resources in such a way as to capitalize on strengths of staff by understanding their interests. Financial Planning (Plans for the financial well being of the organization) Assists in preparing and provides input into operational budgets.
Leadership	Influencing, with integrity, others toward a desired direction to achieve the organization's mission goals, and fostering organizational values. Goal Achievement (Motivates and influences people toward the achievement of goals.) Exemplifies department values to align team members' efforts with organizational goals. Fostering Values (Demonstrates and promotes organizational values of the department) Consistently promotes the development of Departmental values by setting an example for others to follow. Planned Change (Facilitates planned organizational change) Responds to planned changes in a planned and deliberate way.
Problem Solving & Decision Making	Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions. Problem Solving: Uses the systems approach to problem solving. Decision-Making: Is objective when making decisions, especially concerning emotional issues, to ensure consistency of judgement.

POSITION SPECIFIC COMPETENCIES

Position Specific Knowledge	Demonstrates practical knowledge of Federal and Provincial Legislation and Municipal Bylaws. Demonstrates working knowledge of use of force legislation and practices, including powers of arrest and search. Demonstrates understanding of departmental regulations. Applies knowledge of the essential elements of various offences in day-to-day situations/investigations.
Interpersonal Skills	Maintains composure and effectively deals with others. Is patient and shows interest in others. Is easy to be around and is approachable. Makes people feel appreciated and in touch with the person. Others turn to this individual for advice and support.
Use of Force	Demonstrates understanding of the use of force continuum as outlined in the VPD force options program and the Criminal Code. Has the physical and mental ability to carry out duties relating to use of force as required by various statutes, the police mandate and departmental policy. Has met the departmental standards for the use of force options.

QUALIFICATIONS/REQUIREMENTS

Experience: Type and Length

Substantive Sergeant

Education:

Some Post Secondary

Training:

VPD – NCO Module I, II & III (within 1 year)

Qualifications (Licences, Certificates, etc.):

Use of Force

Other:

Experience: Type and Length

Education:


Some Post Secondary

Training:

Related Computer Training
COV – Building Effective Teams / Giving & Receiving
Feedback

Qualifications (Licences, Certificates, etc.):

Other:

Missing Women Commission of Inquiry	
EXHIBIT No: <i>50E</i>	
Date:	<i>December 15, 2011</i>
	Registrar