



# 2008 EMPLOYEE SURVEY RESULTS

Planning, Research & Audit Section

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## EXECUTIVE SUMMARY

As of 1998, the Vancouver Police Department (VPD) has conducted an Employee Survey every two years. The intent of this survey is to gauge both sworn and civilian employees' job satisfaction, perceptions of the effectiveness of personnel management, prioritization of VPD goals, and perceptions of VPD strategies and activities. The 2008 survey also inquired about members' most important training needs, what they like best about the VPD, and what they would like to see improved at the VPD. Each respondent had the opportunity to provide additional comments if they felt their issues or concerns had not already been addressed.

The 2008 survey was administered using electronic SelectSurvey software. The survey software allows for anonymity of participants (allowing participants to feel secure in expressing their opinion), tabulation of results, and filtering of responses.

In total, 57% of all sworn and civilian employees, including seconded members, responded to the survey. Among the respondents, 74% of sworn officers and 62% of civilians indicated that their job satisfaction was *high* or *somewhat high*. Sworn and civilian members both rated the nature of the work, co-workers and work schedule as being the basis for their satisfaction. Also, the work environment and lack of recognition were the same two issues that lowered the job satisfaction level for sworn and civilian members.

In particular, 81% of sworn members on the job for less than 5 years are highly satisfied with their job and 66% of civilian members who have been on the job over the same period of time are also highly satisfied with their job.

Reviewing job satisfaction levels from 1998 to 2008 shows there was an increase in job satisfaction levels from 1998 to 2002, with 60% of employees indicating their job satisfaction level was very high or somewhat high in 1998 compared to 70% in 2000 and 75% in 2002. From 2002 to 2006 the job satisfaction levels remained very stable, where 75% of all employees indicated their job satisfaction level was very high or somewhat high in 2002, 74% in 2004 and 76% in 2006. When comparing 2006 to 2008, there was a slight decrease in job satisfaction levels where 70% of all employees indicated that their job satisfaction level is very high or somewhat high.

All employees were asked to indicate what aspects of the work environment they perceived the VPD to be the most, and least, effective at managing. Respondents rated the VPD most effective at providing appropriate training opportunities, recognizing the need to provide good working conditions and providing opportunities for career advancement.

Respondents were also positive regarding their understanding of how their work contributes to the achievement of the VPD's goals and there was general agreement among sworn and civilian members that they are treated respectfully at work.

VPD management was rated least effective with issues that related to promotional processes, involving employees in decisions that impacted them and providing informative and helpful work evaluations.

All employees were asked to indicate the goals they believe are most important for the VPD to pursue. Respondents indicated that reducing crime through the apprehension of criminals, further developing positive working relationships with each other, and improving technology as the top three goals. Also, sworn members were asked to indicate their top three policing priorities among those set out in the 2004 – 2008 Strategic Plan. They identified reducing crime against the vulnerable, reducing violence caused by gangs and guns and reducing property



crime as their top priorities.

In addition, sworn members were provided a list of policing strategies and asked to rate which options were the most important at reducing crimes. Every option provided was rated as high importance by the members, most notably, increasing police presence in the neighbourhood.

Through open ended questions, sworn officers were able to provide additional input specific to crime reduction strategies. A number of themes emerged among the responses, including implementing initiatives, better use of and more emphasis on analytical tools, more support from the courts and stricter sentences, collaborating with other agencies to assist in reducing crime, and encouraging the public to become more active in their community against crime.

Overall, the majority of VPD employees continue to rate their job satisfaction rate as *high* to *somewhat high*, regardless of their length of service. Sworn and civilian members enjoy the many job opportunities offered by the department, appreciate the camaraderie of their co-workers and job flexibility. However, the improvements the members are requesting relate to more training, an increase in authorized strength, better facilities and improving the promotional system.



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## INTRODUCTION

The 2008 Employee Satisfaction bi-annual survey was conducted to obtain employee feedback regarding sworn and civilian member job satisfaction levels and to determine their perception of the Vancouver Police Department's (VPD) effectiveness in particular areas, direction of goals and strategic priorities. Open ended questions were also made available to allow employees to address any comments, issues or concerns that may not have otherwise been addressed in the survey.

## BACKGROUND & PROCESS

The VPD Employee Survey was first developed in 1998, following the model of the Portland Police Bureau, who, along with Portland State University and the University of Oregon, developed a method of measuring the performance of community policing. The first VPD Employee Survey was administered in November 1998 and established the precedent for future surveys. The survey has been sent out every two years and as of 2008, the survey will be sent out on an annual basis as per the 2008-2012 Strategic Plan.

In 2006, the Employee Survey underwent extensive changes in order to address more pertinent issues, and for the first time, the survey was delivered to members via e-mail using SelectSurvey software. The 2008 survey was only slightly modified so that certain identifiers were no longer collected to ensure that participants would remain anonymous.

The survey software allows for anonymity of participants, routing of questions, tabulation of results, and filtering of responses. This software is particularly useful for several reasons. Firstly, since the input is anonymous, it allows participants to feel secure in expressing their opinions. Secondly, "question trees" are pre-programmed to direct participants to the next relevant question, thereby avoiding confusion and mistakes which have been common in past surveys where participants had to manually navigate the survey. Finally, the software allows participants the opportunity to respond to open ended questions with written (typed) answers, using as much space as needed to answer the question; they can fully express their opinions and elaborate on ideas and suggestions that might have previously been compressed by lack of space on paper.

This report presents the results of the 2008 VPD Employee Survey and, wherever possible, provides comparisons with past surveys. The list of survey questions asked is attached as an appendix to this document.

## RESPONDENT PROFILE SUMMARY

A total of 987 (57%) Vancouver Police Department employees participated in the 2008 VPD Employee Survey. Of these, 672 (68%), were sworn members, 298 (30%) were civilians (including Special Constables) and 17 (2%) of the respondents skipped this question. Table 1 presents a breakdown of respondents from 2006 to 2008. It does not appear that seconded members were surveyed from 1998 to 2004. Table 2 shows the number of respondents (excluding seconded members) and authorized strength from 1998 to 2004. There was a 10% increase in respondents when compared to the 2006 survey, an 8% increase when compared to 2004 and the 2008 response rate was still approximately 27% higher than in 2002 and 2000.



*Table 1: 2006 & 2008 Responded Profile Summary*

	2006			2008 <sup>1</sup>		
Respondents	f <sup>2</sup>	N <sup>3</sup>	%	f	N	%
Sworn	549	1,214	45	650	1,239	52
Civilian	193	368	52	297	393	76
<b>Authorized Strength</b>	<b>742</b>	<b>1,582</b>	<b>47</b>	<b>947</b>	<b>1,632</b>	<b>58</b>
Seconded	19	73	26	23	88	26
<b>Actual Strength</b>	<b>761</b>	<b>1,655</b>	<b>46</b>	<b>970</b>	<b>1,720</b>	<b>56</b>
Skipped Question	17	-	-	17	-	-
<b>Total Survey Participants</b>	<b>778</b>	<b>1,655</b>	<b>47</b>	<b>987</b>	<b>1,720</b>	<b>57</b>

*Table 2: 1998 - 2004 Responded Profile Summaries*

	1998			2000			2002			2004		
Respondents	f	N	%	f	N	%	f	N	%	f	N	%
Sworn	372	1,074	35	297	1066	28	292	1,096	27	529	1,145	46
Civilian	128	432	30	102	262	39	83	221	38	148	232	64
<b>Total</b>	<b>500</b>	<b>1,506</b>	<b>33</b>	<b>399</b>	<b>1328</b>	<b>30</b>	<b>375</b>	<b>1,317</b>	<b>28</b>	<b>677</b>	<b>1,377</b>	<b>49</b>

Among the sworn members who took the survey (seconded members included), 512 members were Constables or Detective Constables (which represents 49% of all members within these ranks), 133 were Corporals, Sergeants or Staff Sergeants (81% of confirmed rank only), and 24 participants were Inspectors, Superintendents, or members of the Executive (67% of confirmed rank only). Of those responding to the survey, 34% of employees have been employed with the VPD for less than 5 years, 20% have been employed for 5 to 9 years; 12% for 10 to 14 years, 16% for 15 to 19 years, and 18% employees have worked for the VPD for 20 years or more (see Table 3).

<sup>1</sup> As of December 31<sup>st</sup>, 2008, the authorized strength was 1,239 sworn members and 393 civilian members. There were also an additional 88 seconded members who also had the opportunity to respond to the VPD Employee Survey.

<sup>2</sup> Denotes frequency or number of respondents

<sup>3</sup> Denotes total number of possible respondents

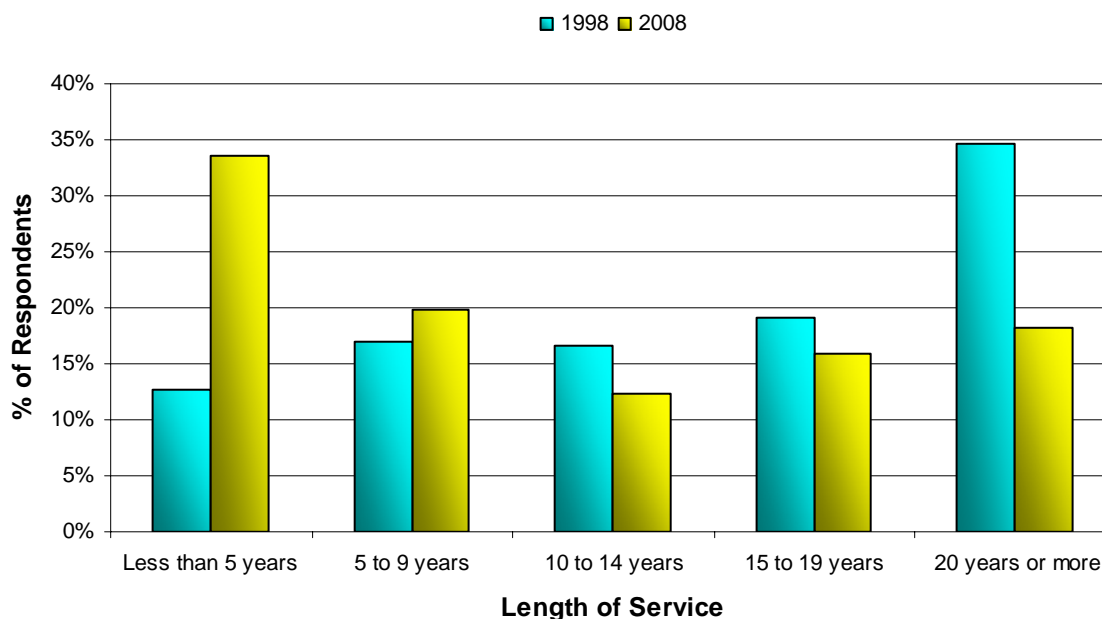


Table 3: Number of Respondents by Years of Service: 1998 – 2008

Years of Service	1998		2000		2002		2004		2006		2008	
	f	%	f	%	f	%	f	%	f	%	f	%
Less than 5 years	60	13	75	19	72	19	202	30	258	35	322	34
5 to 9 years	80	17	42	11	36	10	124	19	132	18	190	20
10 to 14 years	78	17	79	20	72	19	95	14	72	10	119	12
15 to 19 years	90	19	54	14	59	16	99	15	145	20	152	16
20 years or more	163	35	147	37	137	36	152	23	138	19	174	18
<b>Total Respondents</b>	<b>471</b>	<b>100</b>	<b>397</b>	<b>100</b>	<b>376</b>	<b>100</b>	<b>672</b>	<b>100</b>	<b>745</b>	<b>100</b>	<b>957</b>	<b>100</b>

Figure 1 shows that the VPD had more senior workforce respond to the 1998 survey than it did in 2008, as 35% of respondents had more than 20 years of experience while another 13% had less than 5 years of service. In 2008, survey respondents with more than 20 years of service decreased to 18% while those with less than 5 years of service increased to 34%. These differences can be partly attributed to the large number of members who retired in 2003 and the council approved increase of 113 sworn and 22 civilian members to the authorized strength that occurred in 2007 and 2008.

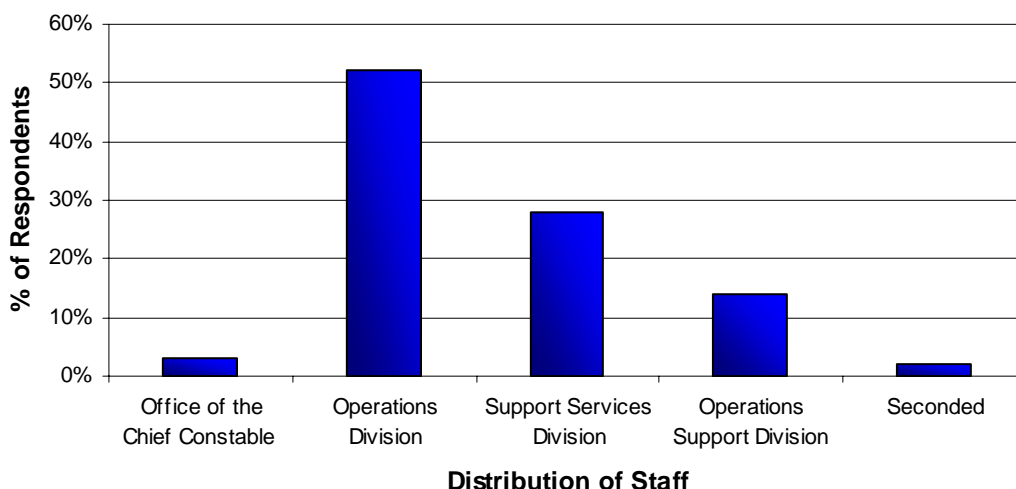
Figure 1: Number of Respondents in 1998 and 2008



Respondents were also examined by Division (see Figure 2). It is not surprising that more than half of the respondents are from the Operations Division, considering that 75% of the department (928 out of 1,239) falls under this Division.



Figure 2: Percentage of Respondents throughout the VPD



- 3% of the respondents work under the Office of the Chief Constable
- 52% of the respondents work under the Operations Division
- 28% of the respondents work under the Support Services Division
- 14% of the respondents work under the Operations Support Division
- 2% of those seconded responded to the survey

## JOB SATISFACTION

### All Employees

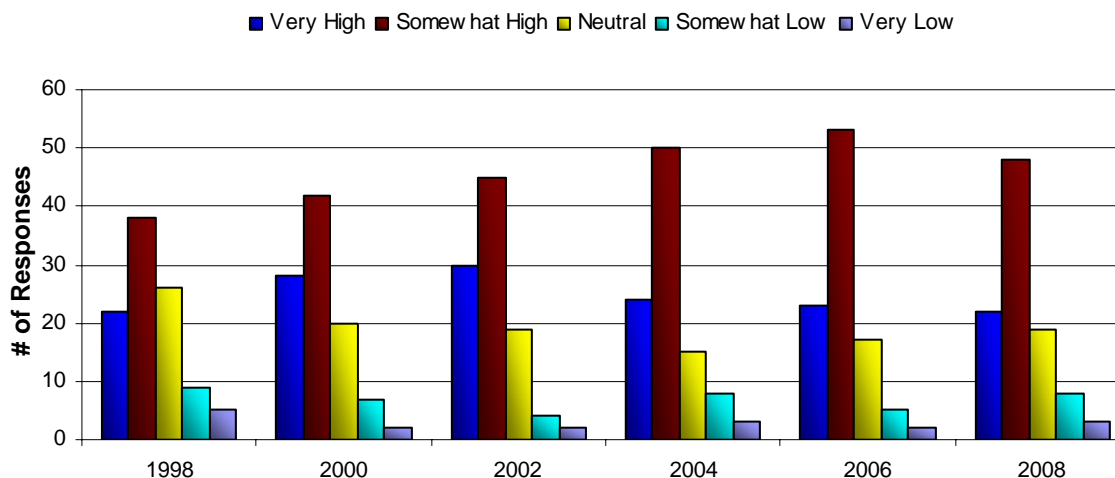
Table 4 shows employees of the VPD have expressed favourable job satisfaction levels each year the Employee Survey has been deployed. Reviewing job satisfaction levels from 1998 to 2008 shows there was an increase in job satisfaction levels from 1998 to 2002, with 60% of employees indicating their job satisfaction level was very high or somewhat high in 1998, compared to 70% in 2000 and 75% in 2002. From 2002 to 2006, the job satisfaction levels remained very stable, where 75% of all employees indicated their job satisfaction level was very high or somewhat high in 2002, 74% in 2004 and 76% in 2006. When comparing 2006 to 2008, there was a slight decrease in job satisfaction levels where 70% of all employees indicated that their job satisfaction level is very high or somewhat high. These trends are best depicted in Figure 3 on the following page.



Table 4: Departmental View of Job Satisfaction Levels

Job Satisfaction	1998		2000		2002		2004		2006		2008	
	f	%	f	%	f	%	f	%	f	%	f	%
Very High	113	22	114	28	113	30	130	24	171	23	213	22
Somewhat High	193	38	170	42	172	45	269	50	394	53	453	48
Neutral	130	26	79	20	73	19	80	15	122	17	183	19
Somewhat Low	47	9	29	7	16	4	40	8	40	5	75	8
Very Low	27	5	9	2	9	2	15	3	11	2	28	3
<b>Total Respondents</b>	510	100	401	99	383	100	534	100	738	100	952	100

Figure 3: 1998 to 2008 Departmental Job Satisfaction Levels



### 2008 Job Satisfaction Levels for Sworn Members

The job satisfaction level was higher among sworn members than civilian members. Out of the 664 sworn officer respondents, 24% reported their job satisfaction to be *very high*, and 50% reported *somewhat high*. It is interesting to note that the two primary reasons for choosing *very high* and *somewhat high* as job satisfaction levels in 2008 were the same reasons for the 2006 Employee Survey: *the nature of the work* and *co-workers*. For the most part, in 2006 and 2008, *work environment* and *lack of recognition* were the two main reasons noted under the *somewhat low* and *very low* job satisfaction levels; however the 2006 *very low* job satisfaction category included *lack of recognition* and *the nature of the work*.

Among respondents who chose *very high*, the most frequently selected explanation for their choice was *the nature of the work*, followed by *co-workers*, and then, in descending order: *work environment*, *work schedule*, *flexibility*, *benefits*, *opportunity for advancement*, *lateral career opportunities*, and lastly, *recognition*.



Among respondents who chose *somewhat high*, the most popular explanation for their choice was *the nature of the work*, followed by *co-workers*, and then, in descending order: *work schedule*, *work environment*, *flexibility*, *benefits*, *opportunity for advancement*, *lateral career opportunities*, and *recognition*.

Among respondents who chose *somewhat low* the most popular explanation for their choice was *work environment*, followed by *lack of recognition*, then *lack of opportunity for advancement*. The next three reasons were chosen 12 times and they were *co-workers*, *inflexibility*, and *lack of lateral career opportunities*. Next was *the nature of the work*, and *poor benefits* and *work schedule* were tied for last place.

Among respondents who chose *very low* for their overall level of job satisfaction, the reason most often chosen was *work environment* followed by *lack of recognition*. The following three reasons came third: *lack of lateral career opportunities*, *nature of the work*, and *work schedule*. The following three reasons tied for fourth place: *co-workers*, *inflexibility*, and *lack of opportunity for advancement*; and *poor benefits* came last.

Overall, *the nature of the work*, *co-workers* and *the work schedule* are highly regarded by sworn members in the work place and the *working environment* and *lack of recognition* reduce the level of job satisfaction for this group.

## 2008 Job Satisfaction Levels for Civilian Members

Among the 288 civilian member respondents, 19% reported their job satisfaction to be *very high*, 43% reported *somewhat high*, 26% reported *neutral*, 8% reported *somewhat low*, and 5% responded *very low*. The two primary reasons for choosing *very high* and *somewhat high* as job satisfaction levels in 2008 were the same reasons for the 2006 Employee Survey, that being *the nature of the work* and *co-workers*.

Among respondents who chose *very high*, the most popular explanation for their choice was *the nature of the work*, followed by *co-workers*, *work environment*, *work schedule*, *flexibility*, *recognition*, *benefits*, *opportunity for advancement*, and lastly, *lateral career opportunities*.

Among respondents who chose *somewhat high*, the most popular explanation for their choice was *the nature of the work*, followed by *co-workers*, *work schedule*, *work environment*, *flexibility*, *benefits*, *recognition*, *opportunity for advancement*, and lastly, *lateral career opportunities*.

Among respondents who chose *somewhat low* the most popular explanation for their choice was *lack of recognition*, followed by *work environment*, *lack of opportunity for advancement*, *lack of lateral career opportunities* tied with *the nature of the work*, then *poor benefits*, *co-workers* tied with *inflexibility*, and lastly *work schedule*.

Among respondents who chose *very low* for their overall level of job satisfaction, the reason most often chosen was *work environment* followed closely by *lack of opportunity for advancement*, *lack of recognition*, *lack of lateral career opportunities*, *co-workers*, *inflexibility*, *poor benefits*, *the nature of the work*, and *work schedule*.





Overall, job satisfaction is highly driven by the same factors for civilian as for sworn: *the nature of the work, co-workers and work schedule*. As well, the same issues that reduce the level of job satisfaction for sworn members also concern the civilian members (*work environment and lack of recognition*).

### Job Satisfaction by Years of Service

The data in Figure 4 shows that 81% of sworn members who have been on the job for less than 5 years are highly satisfied with their job. Of those who have been on the job for 5 – 9 years, 72% are highly satisfied with their job. For those who have been on the job for 10 – 14 years, 71% rate their job satisfaction level as high. Members who have worked at the VPD for 15 – 19 years, 70% are highly satisfied with their job and sworn members who have been on the job for more than 20 years, 73% are highly satisfied with their job.

Figure 4: Job Satisfaction Levels and Length of Service by Sworn Members

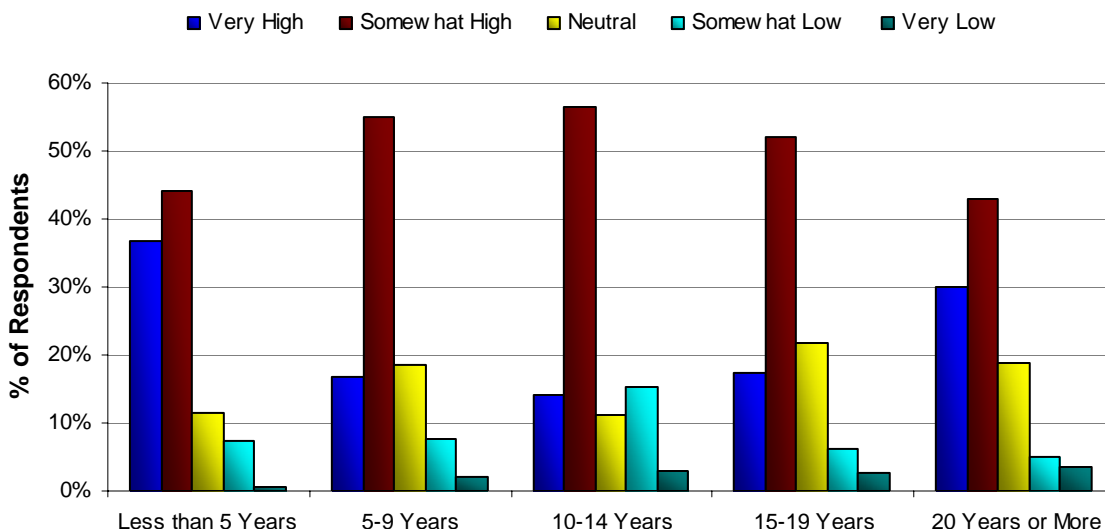
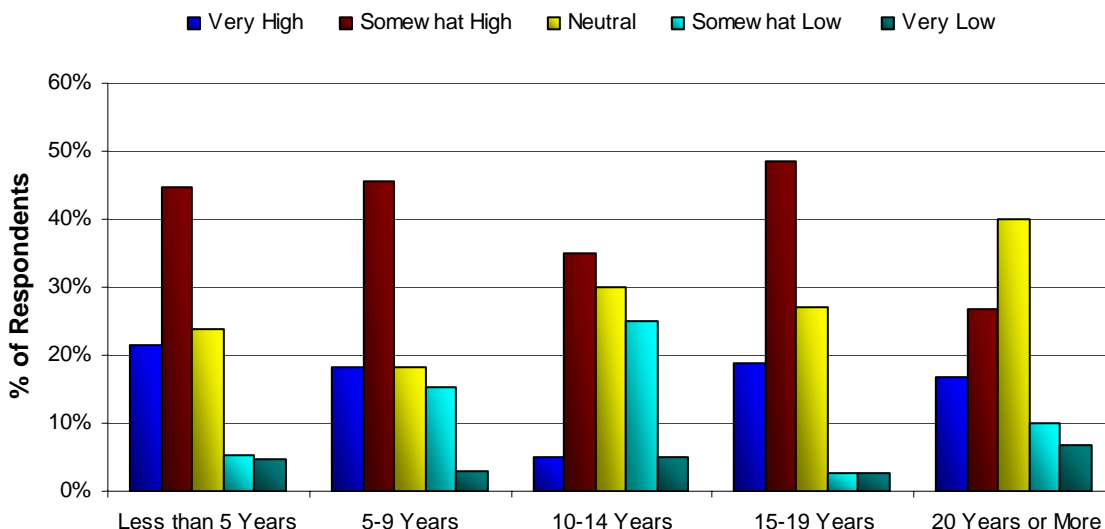


Figure 5 shows 66% of civilian members who have been on the job for less than 5 years are highly satisfied with their job. Of those who have worked for the VPD for 5 – 9 years, 64% are highly satisfied with their job. Those who have worked 10 – 14 years, 40% rate their job satisfaction level as high. Of the civilian respondents who worked at the VPD for 15 – 19 years, 68% rate their job satisfaction level as high and those who have been on the job for more than 20 years, 43% are highly satisfied with their job.



Figure 5: Job Satisfaction Levels and Length of Service by Civilian Members



## Summary

Overall, the majority of VPD employees continue to rate their job satisfaction rate as *high* to *somewhat high*, regardless of their length of service. Despite a 6% decrease, these levels of satisfaction are consistent with the findings obtained from the previous years' surveys. In 1998, 60% of respondents indicated that they were satisfied with their job, as compared to 71% in 2000, 74% in 2002, 74% in 2004, 76% in 2006 and 70% in 2008.

## DEPARTMENTAL EFFECTIVENESS

All survey participants were given the following list of statements describing aspects of the VPD work environment. Participants were asked to rate these in terms of Departmental effectiveness, using a scale ranging from *very effective* to *very ineffective*. Overall, the ratings of the above statements are similar for sworn and civilian members with the exception of three statements (see Table 5):

- **Providing opportunities for career advancement** was rated *effective* by 45% of respondents. The majority of sworn officers (51%) chose *effective*; however, the majority of civilian personnel (34%) chose *neutral*.
- **Providing staff with the right level of decision-making power** was rated *effective* by 43% of respondents. While 45% of sworn officers chose *effective*, 40% of civilian personnel chose *neutral*, and 38% of civilian respondents rated it as *effective*.
- **Being open to employee ideas for change** was given a *neutral* rating by the largest group of respondents (38%). This statement was rated 37% in both the *effective* and *neutral* option by sworn members. It was rated *neutral* by 40% of civilian personnel.





Figures have been highlighted in grey to emphasize the highest rating for each statement.

Table 5: Effectiveness of the Vancouver Police Department

	Sworn Members					Civilian Members				
	Very Effective	Effective	Neutral	Ineffective	Very Ineffective	Very Effective	Effective	Neutral	Ineffective	Very Ineffective
Basing promotions on merit	1%	16%	40%	24%	20%	3%	23%	45%	19%	9%
Communicating information through appropriate channels	4%	44%	31%	16%	5%	10%	43%	28%	16%	3%
Distributing workload evenly	0%	28%	44%	21%	6%	4%	33%	42%	16%	5%
Handling personnel problems and conflicts well	3%	34%	37%	17%	9%	5%	28%	35%	18%	13%
Involving employees in decisions that impact them	1%	23%	34%	29%	13%	6%	27%	33%	24%	9%
Providing appropriate training opportunities	6%	48%	30%	12%	3%	15%	47%	23%	9%	6%
Providing informative and helpful work evaluations	1%	25%	41%	25%	8%	6%	32%	41%	16%	6%
Providing opportunities for career advancement	5%	51%	31%	10%	3%	9%	33%	34%	14%	9%
Providing staff with the right level of decision-making power	3%	45%	38%	11%	3%	4%	38%	40%	12%	6%
Recognizing employees for work well done	3%	34%	32%	23%	8%	10%	38%	29%	16%	8%
Recognizing the need to provide good working conditions	7%	49%	27%	13%	5%	15%	42%	21%	16%	5%



	Sworn Members					Civilian Members				
	Very Effective	Effective	Neutral	Ineffective	Very Ineffective	Very Effective	Effective	Neutral	Ineffective	Very Ineffective
Treating employees fairly	6%	42%	28%	16%	7%	13%	37%	25%	17%	7%
Being open to employee ideas for change	4%	37%	37%	18%	4%	6%	36%	40%	13%	4%

## Summary

Overall, sworn and civilian members rated the VPD as *effective* or *neutral* in the majority of statements that were rated. Given the number of *neutral* responses, it is difficult to make any conclusions about how people in the department feel about the effectiveness of the department in those areas.

## DEPARTMENTAL GOALS

Employees were provided with the following list of 11 possible Departmental goals and asked to rate the importance of the VPD striving to accomplish these goals over the next few years, on a scale from 1 (*very important*) to 5 (*very unimportant*). By combining the *very important* and *important* selections, the findings for the department as a whole are as follows:

1. Reduce crime through the apprehension of criminals (93%)
2. Further develop positive working relationships with each other (90%)
3. Improve technology (86%)
4. Promote the services of the VPD to the public (78%)
5. Pursue the VPD Core Values (76%)
6. Improve the performance development process (64%)
7. Pursue the VPD Vision Statement (57%)
8. Provide family/youth services for the community (53%)
9. Increase community partnership (53%)
10. Solicit community input on police issues (51%)
11. Increase ethnic and/or gender diversity within the VPD (26%)

Table 6 breaks down the ratings of Departmental goals by sworn and civilian members with high ratings shaded in grey.

Notably, the ratings of the above statements are similar for sworn and civilian members with the exception of **Pursue the VPD Vision Statement** which was most often rated *neutral* by sworn officers (42%) and *important* by civilian personnel (52%).



Table 6: Departmental Goals

	Sworn Members					Civilian Members				
	Very Important	Imp	Neutral	Unimp	Very Unimportant	Very Important	Imp	Neutral	Unimp	Very Unimportant
Further develop positive working relationships with each other	32%	58%	10%	0%	0%	45%	45%	10%	0%	0%
Improve the performance development process	13%	49%	28%	7%	3%	15%	53%	29%	3%	1%
Increase community partnerships	7%	41%	40%	8%	3%	15%	46%	36%	3%	0%
Increase ethnic and/or gender diversity in the Department	4%	17%	40%	27%	12%	9%	31%	45%	13%	3%
Promote the services of the VPD to the public	28%	49%	19%	3%	1%	34%	46%	18%	1%	0%
Provide family/youth services for the community	7%	40%	40%	11%	3%	24%	43%	30%	3%	0%
Pursue the VPD core values	29%	44%	22%	3%	2%	35%	48%	15%	1%	0%
Pursue the VPD vision statement	10%	40%	42%	4%	4%	20%	52%	26%	1%	0%
Reduce crime through the apprehension of criminals	61%	33%	5%	1%	0%	56%	35%	8%	1%	0%
Solicit community input on police issues	5%	42%	38%	11%	4%	17%	43%	36%	4%	0%
Improve technology	42%	45%	11%	2%	0%	33%	52%	14%	0%	0%

## STRATEGIC PRIORITIES

Sworn officers were asked to rate a number of strategic priorities for the VPD. Twelve options were given, with a rating ranging from 0 (*not important*) to 10 (*extremely important*). The responses were then combined for an average rating of importance for each item. On average, the sworn members throughout the VPD see **Reducing violence against the vulnerable** as the most important priority of the twelve options (see Table 7). As strategic priorities vary for



each division, divisional priorities (as well as the overall Department average) have also been separated and noted.

Table 7: Suggested Strategic Priorities by Division

Strategic Priorities	Department Average	CC Office	Operations Division	Operations Support	Support Services	Seconded
Reducing violence against the vulnerable	9.0	9.1	9.1	8.9	9.1	8.1
Reducing violence caused by gangs and guns	8.7	9.1	8.7	8.8	8.6	8.2
Reducing property crime	8.4	8.3	8.4	8.4	8.5	8.0
Reducing street disorder	8.2	7.9	8.2	8.0	8.3	8.1
Responding faster to emergencies	8.0	8.1	8.0	8.0	8.2	9.1
Improving traffic safety by targeting impaired drivers	7.6	8.6	7.7	7.3	7.9	7.6
Guarding against terrorism	7.4	8.8	7.5	7.0	7.3	6.7
Improving traffic safety by increasing police presence on the street	7.4	8.4	7.5	7.0	7.4	7.4
Ensuring that victims of crime receive support	7.1	8.0	7.1	7.0	7.2	6.4
Improving traffic safety by targeting drivers exceeding the speed limit	6.8	8.2	6.7	6.3	7.4	7.5
Promoting police/community partnerships	6.4	7.6	6.4	6.3	6.6	7.7
Responding faster to calls for service that are not emergencies	6.1	5.6	6.2	5.7	6.4	8.8

## OTHER POLICING STRATEGIES TO REDUCE CRIME

Sworn members were provided with 8 policing strategies to reduce crime and asked to rate the importance of each on a scale from 1 (*very important*) to 5 (*very unimportant*). The ratings are illustrated in Table 8. In general, **Increasing police presence in the neighbourhood** was seen as most important and **Focusing on more nuisance and minor crime related problems** was seen as the least important; however, each strategic priority was still seen as important.

Table 8: Policing Strategies

Policing Strategies	Very Important	Important	Neutral	Unimportant	Very Unimportant
Increasing the level of involvement by neighbourhood residents	26%	54%	17%	2%	1%
Increasing police presence in the neighbourhood	32%	57%	9%	0%	1%
Increasing level of collaboration with other city departments, agencies, or area businesses	28%	56%	14%	0%	1%
Focusing on more nuisance and minor crime related problems	11%	46%	34%	8%	1%
Improving communication among police personnel	37%	50%	12%	1%	0%
Increasing the ability of officers to use the latest technology	45%	42%	11%	2%	0%
Increasing the ability to analyze crime, and evaluate the strategies used to address crime	26%	50%	18%	4%	1%
Identifying at-risk individuals (victims and/or offenders)	26%	55%	17%	1%	1%

Sworn officers were asked whether the VPD should be engaging in any other policing strategies to reduce crime. Several themes emerged among the responses including: implementing initiatives, better use of and more emphasis on analytical tools, more support from the courts and stricter sentences, collaborating with other agencies to assist in reducing crime, and encouraging the public to become more active in their community against crime was another common theme. Examples of the these themes are noted below<sup>4</sup>:

13(1), 22(1)

[illegible]
$$13(1), 22(1)$$

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<sup>4</sup> Spelling and grammatical errors are those of the original author, however, some excerpts have been edited for readability. These changes had no effect on their content.



13(1), 22(1)

### Emphasis on Collaboration

13(1), 22(1)

### Public Involvement

13(1), 22(1)

### Patrol

13(1), 22(1)



13(1), 22(1)

### PATROL ACTIVITIES: TIME PERMITTING

Patrol members working in all Districts (BET included) and Traffic were asked to identify activities they would engage in if allotted more time. It must be noted that because there are multiple Sections that fall under the Operations Division<sup>5</sup>, it is very possible that members who fall outside of the specified criteria answered this question. From a list of eight choices, the responses were ranked as follows:

Proactive patrol	87%
Field interviews	58%
Follow-up investigations	57%
Building relationships with communities and/or businesses	45%
Traffic enforcement	31%
Educating citizens on crime prevention	27%
Making contacts with other agencies	24%

<sup>5</sup> Section information questions were removed from the 2008 survey employee profile section to allow for more anonymity



Writing proper documentation for calls

21%

These results are consistent with the 2004 and 2006 survey, in which proactive patrol, field interviews, follow-up investigations, and building relationships with communities and/or businesses were among the top four choices.

Respondents were also given the option to make additional suggestions. The most common themes were:

- Training: undercover, range, driving, use of force
- Target problem areas, repeat/high level offenders, property criminals and drug dealers
- Undercover/plainclothes work on high risk offenders
- Obtaining and maintaining informants

## MANAGEMENT & RESOURCES

All members of the department were provided five statements around resources and management support and asked to rate each statement on a scale ranging from *strongly agree* to *strongly disagree*. Sworn and civilian members had similar perspectives with the exception of **The quality of my work suffers because of having to do the same/more work, but with fewer resources**. As shown in Table 9, sworn officers rated this statement as *agreed* (39%) and civilian personnel rated this statement as *neutral* (31%).

Table 9: Management Support & Resources

	Sworn Members							Civilian Members						
	SA <sup>6</sup>	A	N	D	SD	DN	NA	SA	A	N	D	SD	DN	NA
I receive the support required to provide high quality service.	6%	48%	26%	12%	7%	0%	0%	13%	51%	20%	11%	5%	1%	0%
I am treated respectfully at work.	17%	58%	15%	7%	4%	0%	0%	28%	45%	14%	8%	5%	0%	0%
I can talk openly/honestly with my supervisor about my work.	28%	45%	12%	8%	6%	0%	0%	31%	43%	12%	7%	6%	0%	0%
The quality of my work suffers because of having to do the same/more work, but with fewer resources.	21%	39%	26%	11%	3%	0%	0%	13%	23%	31%	25%	5%	2%	1%
I understand how my work contributes to the achievement of the VPD's goals.	16%	54%	23%	4%	1%	1%	0%	25%	57%	14%	3%	1%	1%	0%

<sup>6</sup> SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree, DN = Don't Know, NA = Not Applicable





All employees were given the opportunity to comment on three/four questions: their training needs, what they liked best about working for the department, if they could make one specific improvement to the VPD, what would it be, and finally, any additional comments.

## Sworn Officers

The most common theme that arose was that of Firearms/Range; more specifically, more time and access to range are needed:

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13(1), 22(1)
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13(1).....22(1).....
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2008 surveys it is evident that sworn members continue to appreciate the many job opportunities offered by the Department. Specifically, comments centered around:

- Type of work (making arrests, responding to different calls, challenges, projects)
- Flexibility (compressed work week (4 on/3 off or 4 on/4off), not always behind a desk, work/life balance)
- Making a difference (in someone else's life, providing a service, working to create safer communities)
- Positive reputation of the organization (progressive, respect by external agencies, national and international recognition)

13(1), 22(1)

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### Civilian Members

Of the 298 civilian members who responded to the survey, 221 (74%) took the opportunity to express what they liked best about working for the VPD. Other than working with others, as noted above, civilian members appreciate the flexibility the VPD offers. Specifically, comments centered around:

- Making a difference (being recognized for making improvements, the ability to contribute to projects and initiatives, being able to assist a sworn member which in turn, assists them in doing their job)
- Type of work (projects, diverse and interesting tasks)
- Variety (daily challenges, opportunity for advancement, career opportunities, exposure to a "different world")



13(1), 22(1)

### Recommended Improvements to the VPD

All employees were asked if they could make one specific improvement to the VPD, what it would be. A total of 651 (66%) employees responded to this open ended question. The responses fell into the following themes: resources, facilities, operations, promotional system, work relations, communication, and accountability.

#### Resources

An increase in authorized strength for both sworn and civilian members was a common theme among respondents. Many members expressed an interest in seeing the rank of Corporal return. They felt this was beneficial as many Sergeants are showing signs of burnout and need assistance in dealing with junior staff and administrative work.

13(1), 22(1)

constables...to keep the experience there as guidance for the younger members, but scale back the time and physical demands for the older members” may be useful in addressing the resource issue.

Members also expressed an interest in having cell phones in police vehicles, dedicated air support, an increased fleet size and improved vehicle types, and internet access on desk computers as well as in the report writing room.

#### Facilities

Obtaining a new facility was the second most common theme among respondents. Members would like to see one police building for all. This would increase efficiency and reduce the amount of time it takes to obtain a vehicle and travel to the various VPD locations in order to have meetings with colleagues. A new facility would be safer, cleaner, designed to provide adequate space, and greatly enhance communication among the department. Members are also requesting adequate parking facilities, cleaner and updated locker rooms at 312 Main, and professional, less cramped work spaces. A few recommendations submitted by members are noted below.

<sup>7</sup> Identifiable details have been removed.

[illegible]

Some of the themes that fall under this category revolved around accelerating decision making capabilities; decreasing bureaucracy, paperwork and administrative duties; having a Station NCO at 2120 to assist in approving reports; and, initiating car pool programs. Overall, the themes noted generally addressed the need to improve efficiency, accountability, and customer service. Other related comments are noted below.

[illegible]

There were approximately 50 respondents who commented on the promotional system. As noted below, a variety of recommendations were suggested to improve the process.

[illegible]



Improving the working relationship between sections, co-workers, supervisors and managers was a concern for another group of respondents.

[illegible]

Communication is another issue that the membership would like to see improved at the VPD. More specifically, better communication between management and Patrol; between management and other employees; between units, squads and teams; and from within.

[illegible]

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13(1), 22(1)

### Additional Comments

Sworn and civilian members were given the opportunity to address any comments, issues or concerns that may not have otherwise been addressed in the survey. Respondents indicated a number of themes including: the high level of morale at the VPD, general comments relating to operational changes, a need for better leadership qualities, increased staffing levels, a more fair promotional process, improved facilities, performance of members, the concern over forced transfers, the need for improved communication throughout the department, the need for more recognition, and the mistreatment of civilians.

### Morale

Many respondents commented on how happy they are with their jobs, how each person continues to make the VPD a fantastic organization to work within, and how positive changes come about because of the dedication of VPD members.

### Operations

A variety of comments were made regarding the general operation of the VPD. Such examples include implementing a permanent Bravo shift, having Human Resources take a more active role in career planning/satisfaction, developing meaningful succession plans for certain sections, implementing incentives to encourage senior officers to come back to Patrol, recommending that areas such as Ident, SOCO, Traffic, Stores and the Property Office be open 24/7, eliminating tenure, and team-based vs. hierarchical-based management in major cases such as Project Rebellion.

### Leadership

One member summarized this category nicely: "For all managers to treat employees fairly and realize how you treat your employees greatly effects how they do their work. I work in a Section that treats me with great respect and in return I work hard for them."

### Staffing

A number of comments surrounding staffing levels were made including increasing authorized strength, reinstating the corporal rank, placing more members back into Patrol as well as in major crime squads due to the case loads and complex investigations.



### Promotion

It has been suggested that more feedback from supervisors should be solicited when members go for promotion, that promotions should be based on merit and not who you know, and that when going for promotion, that Sergeants be able demonstrate a positive leadership role. One member also noted:

13(1), 22(1)

### Facilities

Members continue to express their desire to work in a new building with better report writing facilities, bigger lockers, cleaner showers, and better parking arrangements.

### Performance

Some members expressed concern about the lack of discipline for poor performance and lack of recognition for those with a higher work ethic, and that if a member is struggling at the JIBC, Block II and on the road, then they should be dealt with accordingly.

### Transfer

Many members expressed their discontent about the “forced transfer”. Members feel that morale is decreasing because members are forced to transfer out of positions where they are happy, motivated and hard working. One member stated:

13(1), 22(1)

### Communication

Members re-iterated their concern with the lack of communication practices. The 2010 Olympics, and its impact on the Department, as well as the reasons why certain changes take place were common concerns. Members expressed an interest in being involved in processes that affect their lives.

### Recognition

“Too much emphasis is put on PIN numbers.” Respondents indicated a continual need for and improvement of recognition for work completed at the VPD as well as for the work completed outside the VPD.





## Civilian Treatment

Some respondents expressed their concerns regarding civilian's lack of opportunity for career development, lack of mentorship, requirement to take courses on their own time, and the micro-management of coffee and bathroom breaks.

## RECENT INITIATIVES OR DEVELOPMENTS RELEVANT TO FINDINGS

Over the past few years, a number of changes have taken place to address issues raised in previous surveys. Many changes are still in progress and others reflect the goals identified in the 2004 – 2008 Strategic Plan, some of which are noted below<sup>8</sup> :

### Facilities

- A Facilities Review Steering Committee, comprised of senior Executives from both the City and the VPD, was formed and several meetings took place over 2008. An external Consulting firm was contracted to conduct a space needs assessment of the VPD into the future, and some initial conceptual sketches of what a new facility(ies) would look like. The VPD is on schedule to complete a comprehensive future facilities plan by the end of the summer (2009), and report to City Council about the short and long term vision of the VPD in October of 2009.
- Tactical Training Centre (Range) to be completed in the Fall 2009.
- Dog Squad Facility to be completed in 2009.
- Expansion of the Mounted Squad Facility and improvement to the paddock and roof addition for outdoor stalls.
- Major repair due to concrete delamination to 312 Annex parkade.
- Upgrade to Marine squad facility with the new boathouse project underway.
- Expansion of the EOPS office for 2010 Operation.
- Completion of the wire room project for Tactical Support.
- ERS expansion and renovation to install new gun room and storage for ERT.
- Amalgamation of Gangs/Drug Section with renovations.

### Recruiting

- Recruiting has assigned a coordinator to communicate and track directly with interested Exempt officers.
- Exempt officers no longer have to have 3 years of 'post-academy' policing experience to apply with VPD, now only require 1 year policing experience.
- Free POPAT practice drop-in sessions every Wednesday evening (this has been scaled back to bi-weekly since March 2009).
- POPAT "Boot Camps" offered to help prepare applicants.
- Developed VPD Recruiting Unit, Facebook, and YouTube sites. Increases information available to applicants through the web; discussion forums for inquiries; blog to provide insight into the profession/organization.

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<sup>8</sup> Information has been collected from managers and the Vancouver Police Department 2008 Annual Business Plan Champions.



- Implemented a Recruit Tracking System that now provides a state-of-the-art database that allows us to track all applicants. Allows for better efficiency in screening applicants and pulling reports and information on those that have applied.
- Developed a significant departure from the existing outreach strategies (i.e. leveraged media, limited involvement in career fairs, etc.).

## Fleet

- 5 new vehicles approved and obtained for Traffic Section.
- 10 cars obtained for North/ South Crime Units.
- 4 new Expeditions purchased and outfitted for Emergency Response Team.
- Large number of Fusions added to the investigative pool to replace older Taurus'.
- Approximately 30 new Crown Victoria's in patrol to replace older vehicles.
- New overhead emergency lights approved for all new cars, with LED technology and directional arrows on the rear, enhancing safety and visibility.
- Purchase of new RG McBeath patrol boat for Marine Squad.
- 15 Fusions purchased for School Liaison Unit.

## General Training

- A variety of training sessions were implemented for Patrol and other areas on how to: identify risk factors regarding violence in relationships, define themes of domestic violence, investigate drug facilitated sexual assaults, ensure competency in impaired driving investigations, recognize terrorism indicators, and react to possible terrorist events. In addition to providing a visible deterrence to terrorist activity.
- A Civilian Education Training Fund has been implemented.

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to ensure that scheduling information is passed down to the DARS units in a timely fashion. Technological advances at E-Comm have provided TRT officers with greater access to publicly available investigative tools through the internet, enabling these officers to conduct a more in-depth preliminary investigation.
- Communication between E-Comm and the VPD has been greatly improved with the implementation of weekly Operations meetings between E-Comm Operations management and the VPD Communications supervisors. This has helped to ensure the timely exchange of information, and has ensured that VPD policies are at the forefront of E-Comm's dispatch procedures when directing VPD officers.
- In addition to traditional areas of awareness concerning VPD services such as traffic safety, crime prevention, specialty squads and so forth. The Department has taken a strategic turn in its direction by targeting areas of social and legislative change to enhance public safety. Public Affairs has launched major media campaigns to publicize these efforts which include mental health issues, Operation Con Air, and chronic offenders report. These issues, brought to the fore by Public Affairs, have initiated public discourse and promises of government action.



- The completion of the Early Warning System has resulted in improved communication and strategic problem solving between Professional Standards and Human Resources. This communication is done formally once per month during Early Intervention Program meetings and informally between meetings. The link between Professional Standards and HR has enabled the VPD to become much more proactive in dealing with employee issues, as both offices often deal with the same members.
- Planning, Research & Audit's initiatives have resulted in an RPM that is much more user-friendly. The re-structuring of the RPM into chapter format and the implementation of a new 'Google' search engine has made it easier for employees to locate information they require, thereby enhancing their ability to implement and conform to best practices. IT has also acquired a wireless remote server and has uploaded the RPM onto it. Once the Communications Sections has completed re-imaging all the laptops, all employees will be able to access best practice information (as contained in the RPM) from any mobile desk or workstation.

## Information Management Section (IMS):

- IMS has implemented a variety of strategies to recognize excellence and developing their staff through training and appreciation events.
- All IMS training requests were approved and no one was put on a waiting list.
- IMS encourages their staff to go on ride a-longs, attend swearing-in ceremonies, and attend CompStat meetings to allow their employees to better understand how their work impacts the VPD as an organization and to demonstrate how other areas of the VPD function.
- IMS orientations were held for new recruits to provide them with a better understanding of IMS's role and to build positive relationships with the Operations Team. As a result of these orientations, IMS has received excellent feedback from the recruits.
- IMS implemented a variety of training sessions such as new employee orientations, Justin, QC Property Offences, Surveillance, Subject Interest to Police, VerifyTHIS, Versadex 7.0, and CPIC.
- IMS statistics are posted to show the volume and diversity of work that is completed by the section.

## Financial Services Section (FSS)

- Financial Services has improved the recording of overtime by introducing the use of orders for all overtime claims. This allows more detailed information to be accumulated for reporting purposes.
- Financial Services, in conjunction with City SAP specialists, has developed a series of comprehensive monthly overtime reports that allow each manager to monitor and manage overtime within his/her area of responsibility.
- Police Stores staffing was increased from two to three full time positions which has improved the quality of the service to the members.

## Authorized Strength

- There was an increase of 113 sworn member and 24 civilian member positions from 2006 to 2008.



## Resources

- The increased enforcement of the Safe Streets Act and Traffic Authority have reduced disorder city wide and have given police officers tools to help deal with street disorder in light of ongoing challenges.
- In 2008, enhanced LIMA Deployment and street closures have worked to promote a safe and enjoyable Entertainment District as evidenced through crime statistics and public perception.
- The VPD has reaffirmed its commitment to the deployment of District Alternate Response Service units, to address priority 3 and 4 calls-for-service. The primary objective is to reduce delays in the police response to these calls-for-service, and use appointment-based reporting to meet the availability of complainants.
- In 2008, there were increases in memberships of Block Watch and Citizens Crime Watch along with increases in the use of Victim Services.

## Courts

- Ongoing liaison with Crown Counsel is presently occurring. In early 2008, introductory meetings were held to establish relations and dialogue between Patrol command staff and senior Crown Counsel. These meetings, combined with the regularly scheduled meetings of the Police/Crown Liaison Committee, ensure an ongoing dialogue between these justice partners. These activities are 70% complete, and will be concluded through the 2009 annual business planning process.
- The acquisition of a seconded crown lawyer (June 2008) has been an integral part of assisting members in improving their investigations.

The 2008 VPD Employee Survey has identified a number of areas which employees would like to see improved, as did the 2004 and 2006 VPD Employee Surveys. Since 2006, a number of these issues have begun to be resolved. The VPD is moving forward in achieving the goals outlined in the Strategic Plan, as well as fulfilling employees' needs and suggestions voiced in the previous Employee Surveys.

## CONCLUSION

In past employee surveys, the primary goal has been to gauge employee job satisfaction. The 2008 VPD Employee Survey gauged not only overall job satisfaction, but also a number of other very important factors including: perceptions of department effectiveness, goals, and strategies. Employees were able to express opinions and suggestions both through pre-formatted answers and through open ended questions.

As the survey was conducted electronically, it was easy for respondents to type out responses that previously would have been written by hand. This could be a possible reason for the extensive written responses received. Each of the open ended questions had between 300 and 700 comments.

Overall, the 2008 VPD Employee Survey indicates that employees have high levels of job satisfaction, enjoy the many job opportunities offered by the department, appreciate the camaraderie of their co-workers and job flexibility. However, the improvements the members



are requesting relate to more training, an increase in authorized strength, better facilities and improving the promotional system.



## APPENDIX A: 2008 VANCOUVER POLICE DEPARTMENT EMPLOYEE SURVEY

### BACKGROUND INFORMATION (For All Employees)

#### 1. What is your gender?

- ☐ Male
- ☐ Female

#### 2. Are you a sworn police officer or a civilian employee?\*

- ☐ Sworn Police Officer
- ☐ Civilian Employee (including all Special Constables)

#### 3. (If Sworn Police Officer to Q2) What is your job classification?

- ☐ Constable or Detective Constable
- ☐ Corporal, Sergeant or Staff Sergeant (confirmed rank only)
- ☐ Inspector/Superintendent/Executive (confirmed rank only)

#### 4. Within which division do you work?\*

- a) ☐ I am currently assigned to a seconded position (e.g., IHIT, MWTF, CFSEU)
- b) ☐ Office of the Chief Constable (Executive Services, PR&A, Public Affairs)
- c) ☐ Support Services Division (Facilities, Finance, Communications, Court & Detention, IMS, IT, HR, Professional Standards Section, Training & Recruiting)
- d) ☐ Operations Support Division (CIS, Diversity, EOPS, ERS, Gangs/Drugs, Tactical Support, Youth Services)
- e) ☐ Operations Division (District 1-4, BET, Traffic, Forensic Services, MCS, Operations Investigative Section, SIS)

#### 5. What is your current level of service with the VPD?

- ☐ Less than 5 years
- ☐ 5 – 9 years
- ☐ 10-14 years
- ☐ 15-19 years





- ☐ 20 years or more

### BACKGROUND INFORMATION (For Civilian Employees)

**6. (If answered civilian employee to Q2) Do other employees directly report to you?**

- ☐ Yes
- ☐ No

### YOUR JOB & WORK ENVIRONMENT (For All Employees)

**7. How would you rate your overall job satisfaction level?**

- ☐ Very High
- ☐ Somewhat High
- ☐ Neutral
- ☐ Somewhat Low
- ☐ Very Low

**8. (If “very high” to #7) You rated your job satisfaction as “very high”. Why do you have this level of job satisfaction? (select all that apply)**

- ☐ The nature of the work
- ☐ Work schedule
- ☐ Work environment
- ☐ Co-workers
- ☐ Recognition
- ☐ Benefits
- ☐ Flexibility
- ☐ Opportunity for advancement
- ☐ Lateral career opportunities
- ☐ Other: (please specify)

**9. (If “very high” to #7) You rated your job satisfaction “somewhat high.” Why do you have this level of job satisfaction? (select all that apply)**

- ☐ The nature of the work



- ☐ Work schedule
- ☐ Work environment
- ☐ Co-workers
- ☐ Recognition
- ☐ Benefits
- ☐ Flexibility
- ☐ Opportunity for advancement
- ☐ Lateral career opportunities
- ☐ Other: (please specify)

**10. (If “neutral” to #7)** You rated your job satisfaction as “somewhat low.” Why do you have this level of job satisfaction? (select all that apply)

- ☐ The nature of the work
- ☐ Work schedule
- ☐ Work environment
- ☐ Co-workers
- ☐ Recognition
- ☐ Benefits
- ☐ Flexibility
- ☐ Opportunity for advancement
- ☐ Lateral career opportunities
- ☐ Other: (please specify)

**11. (If “somewhat low” to #7)** You rated your job satisfaction as “very low.” Why do you have this level of job satisfaction? (select all that apply)

- ☐ The nature of the work
- ☐ Work schedule
- ☐ Work environment
- ☐ Co-workers
- ☐ Lack of recognition
- ☐ Poor benefits





- ☐ Inflexibility
- ☐ Lack of opportunity for advancement
- ☐ Lack of lateral career opportunities
- ☐ Other: (please specify)

**12. In your opinion, how effective is the Vancouver Police Department in the following areas?**

	Very Effective	Effective	Neutral	Ineffective	Very Ineffective
Being open to employee ideas for change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating information through appropriate channels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Treating employees fairly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognizing the need to provide good working conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognizing employees for work well done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing appropriate training opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing informative and helpful work evaluations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Involving employees in decisions that impact them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Handling personnel problems and conflicts well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basing promotions on merit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distributing workload evenly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing staff with the right level of decision-making power	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing opportunities for career advancement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**13. How important is it to you that the VPD strives to accomplish the following goals in the next few years?**

	Very Important	Important	Neutral	Unimportant	Very Unimportant
Improve technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase ethnic and/or gender diversity in the department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase community partnerships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Pursue the VPD vision statement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Solicit community input on police issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve the performance development process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce crime through the apprehension of criminals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop positive working relationships with each other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide family/youth services for the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promote the services of the VPD to the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pursue the VPD core values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## VANCOUVER POLICE ACTIVITIES: (For SWORN OFFICERS)

The Vancouver Police Department has various policing priorities. On a scale of 0 to 10, with 0 being not important at all and 10 being extremely important, please rank the following strategic priorities of the Vancouver Police Department. You may assign the same numerical value to multiple priorities.

14. In your opinion, how important is the strategic priority of:											
	0	1	2	3	4	5	6	7	8	9	10
Reducing property crime?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reducing violence against the vulnerable?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reducing violence caused by gangs and guns?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving traffic safety by targeting drivers exceeding the speed limit?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving traffic safety by targeting impaired drivers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving traffic safety by increasing police presence on the street?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reducing street disorder?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responding faster to emergencies?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responding faster to calls for service that are not emergencies?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring that victims of crime receive support?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting police/community partnerships?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Guarding against terrorism?

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐
**15. In your view, how important are the following policing strategies in reducing crime?**

	Very Important	Important	Neutral	Unimportant	Very Unimportant
Increasing the level of involvement by neighbourhood residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing police presence in the neighbourhood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing level of collaboration with other city departments, agencies, or area businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Focusing on more nuisance and minor crime related problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving communication among police personnel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing the ability of officers to use the latest technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing the ability to analyze crime, and evaluate the strategies used to address crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identifying at-risk individuals (victims and/or offenders)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**16. Should the VPD be engaging in any other policing strategies to reduce crime? If yes, please specify.**

- ☐ (Open ended)

**VANCOUVER POLICE ACTIVITIES (For Sworn Officers)**

**17. If you are a uniformed member working in Districts 1 to 4 (BET included) or Traffic, what activities would you engage in if you had more time? (select all that apply)**

- ☐ Proactive patrol
- ☐ Writing proper documentation for calls
- ☐ Field interviews
- ☐ Educating citizens on crime prevention
- ☐ Traffic enforcement
- ☐ Building relationships with communities and/or businesses
- ☐ Making contacts with other agencies



- ☐ Follow-up investigations
- ☐ Other: (Please Specify) \_\_\_\_\_

## VANCOUVER POLICE ACTIVITIES (For All Employees)

**18. Please indicate how much you disagree or agree with each statement.**

	Strongly Agree	Mostly Agree	Neutral	Mostly Disagree	Strongly Disagree	Don't Know	Not Applicable
I receive the support required to provide high quality service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am treated respectfully at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can talk openly/honestly with my supervisor about my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of my work suffers because of having to do the same/more work, but with fewer resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand how my work contributes to the achievement of the VPD's goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**19. What is your most important training need?**

- ☐ (Open ended)

**20. What do you like BEST about working for the VPD?**

- ☐ (Open ended)

**21. If you could make one specific improvement to the VPD, what would it be?**

- ☐ (Open ended)

**22. Do you have any other comments? If yes, please specify:**

- ☐ (Open Ended)

## Conclusion

Thank you for taking this survey.