



DCC Operations	<input type="checkbox"/>
DCC Investigation	<input type="checkbox"/>
DCC Operational Support	<input type="checkbox"/>

Planning, Research & Audit Section

Project Tracking Cover Sheet

To: Jim Chu, Chief Constable

Re:

PROJECT NO. PR 2008-043	REPORT AUTHOR: Cpl. Stu Fleming	DATE: 14/08/2008
PROJECT TITLE: <i>Amendment to RPM Section 2.2.3 – Sergeant Selection Process</i>		

From: Leslie Stevens, A/Inspector 1711, Planning, Research & Audit Section

Subject: Attachments

PROJECTS DISTRIBUTED TO THE EXECUTIVE COMMITTEE FOR THE FOLLOWING:

☒ Executive Committee Meeting

2008.08.19

YMD

PR&A is directed as follows:

YMD

Chief Constable

INSTRUCTIONS

- (1) Executive Assistant to Chief Constable assigns meeting date; distributes to Executive Committee copies of VPD 13 for return to PR&A; and adds item to appropriate agenda
- (2) Following the Executive Committee meeting, Chief Constable completes directions to PR&A; and dates, signs and returns original to PR&A;



VANCOUVER POLICE DEPARTMENT PLANNING, RESEARCH & AUDIT SECTION

August 14, 2008

To: Executive Committee

From: Leslie Stevens, Acting Inspector 1711
Planning, Research & Audit Section

Subject: *Amendment to RPM Section 2.2.3 – Sergeant Selection Process*

2008-043

In March 2008, Sgt. Kross, Career Development Unit, had prepared a report for Deputy Chief Constable LePard, Chair of the Sergeant Promotional Committee, reviewing the sergeant promotional process and making recommendations for change. Inspector Sim and the Sergeant Promotional Committee subsequently approved the report and recommended process changes and the new process was published in the Daily Bulletins.

I recommend that the Executive approve the proposed amendments to RPM section 2.2.3 in order to reflect the new sergeant selection process.

Leslie Stevens
A/Inspector 1711
Planning, Research & Audit Section



VANCOUVER POLICE DEPARTMENT PLANNING, RESEARCH & AUDIT SECTION

August 14, 2008

To: Earl Andersen, A/Inspector
i/c Planning, Research & Audit Section

From: Corporal #310 S. Fleming
Planning, Research and Audit Section

Subject: *Amendment to RPM Section 2.2.3 – Sergeant Selection Process*
2008-043

Assignment

To amend Section 2.2.3 of the Regulations and Procedures Manual (RPM) to reflect the new process for the Sergeant Selection Process.

Background

Deputy Chief Constable LePard, Chair of the Sergeant Promotional Committee, requested that Sgt. Kross, Career Development Unit (CDU), review the Sergeant Promotional Process and prepare a report with recommendations for change, if necessary.

Resources

Sgt. #1390 B. Kross, Career Development Unit (CDU)

Research and Analysis

Sgt. Kross researched this issue by reviewing and assessing the last two promotional processes. Input was received from participants, Chairs of past promotional processes and the CDU. Sgt. Kross presented his recommendations to the Sergeants Promotional Committee (DCC LePard & VPU President Tom Stamatakis) on 2008.03.27 which discussed and approved the recommendations. Sgt Kross then submitted his report to Inspector Sim and had the new process published in the daily bulletin. This amendment will ensure the information in the RPM is current.

A copy of each of Sgt. Kross' reports is attached.

Risk Management

The new process will improve the sergeant selection process and should assist in ensuring that the best possible candidates are chosen for promotion. The Department will benefit in the future by having the most qualified members in supervisory positions.

Budget Implications

There will be no budget implications due to this amendment.

Conclusion

The new process for the Sergeant Selection Process has already been approved by the Sergeant Selection Process Committee and published in the bulletins. This amendment will bring the RPM up to date.

Recommendations

I recommend that:

1. The amendment to RPM Section 2.2.3 be approved.
2. This file be concluded.

Corporal #310 Stu Fleming
Planning, Research and Audit Section

Attachments

VANCOUVER POLICE DEPARTMENT Support Services Division Human Resources Section

Date: April 1, 2008
To: Inspector Jeff Sim
C.C. Staff Sergeant Larry Cope
From: Sergeant Barry Kross
Subject: **Proposed Changes - 2008 Sergeants Promotional Process**

Purpose:

At the request of Deputy Chief LePard, (Sergeants Promotional Committee Chair), the Human Resources Section was directed to prepare a report, outlining proposed changes to the Sergeants' Promotional Process, to take effect this year.

Introduction:

The Sergeants Promotional Process has seen several changes over the past few years. The Sergeants Promotional Committee has committed itself to ensure that the promotional process is fair and reflects the needs of the Vancouver Police Department, and the best interests of all candidates.

A comprehensive review and assessment of the last two promotional processes is now complete. This review was comprised of observations made by the Career Development Unit as well as comments from the candidates themselves who provided valuable feedback regarding the promotional process. In addition the Career Development Unit received debriefing comments made by the Chairs of the recently completed Resume and Interview Panels. The comments and suggestions made by these Panels are consistent with a report submitted by Inspector Rick McKenna, Chair of the Interview panel in 2007. Inspector McKenna's report outlines concerns and suggestions for improvement which will be discussed in more detail below.

In 2007 the Sergeants Promotional Committee reviewed suggestions by Inspector McKenna but decided not to make any significant change for 2008. Their reasoning was

that another change to the 2007 process would be too much too soon given the significant changes that had occurred in 2006.

Current Promotional Process:

To give context to the *Suggestions for Improvement*, the current Promotional Process is summarized below.

The Sergeants Promotional Process, as it currently exists, is comprised of four distinct parts, each one moves a candidate toward successful completion. A brief summary of these are as follows:

1) Assessment Centre

- Candidates must first attend the Assessment Centre, run by the JIBC (Police Academy). A successful candidate must receive an overall score of 3.00 or above to pass and to advance to the next stage of the promotional process. Candidates not receiving a 3.00 are required to enter into a developmental plan, through the Career Development Unit, and will, upon successful completion of that plan, be given a "Pass" and a score of 3.00;

2) Sergeants Promotional Exam

- Candidates must receive a passing score (determined by the Committee) to be eligible to submit an application to enter the Sergeants Promotional Process. The exam is marked out of 100 and the score (to two decimal places) is one third of their overall mark in the process;

3) Resume Stage

- Candidates submit their covering letter and resume to the Resume Panel. The resumes are then reviewed for content and then a percentage of candidates are identified to proceed to the final stage of the process. The decision on which candidates proceed is currently based on a ratio (2:1) of known vacancies at the Sergeant rank. This number is presented to the Committee by the Career Development Unit and is agreed upon by the Committee representatives of both Management and Vancouver Police Union.
- This stage is ***not a scored component*** and is considered a "gate" from which successful candidates may move forward in the process;

4) Interview Stage

- Once the candidates have reached the interview stage of the promotional process they are marked on eight questions. A final interview score, to two

decimal points, is submitted to the Career Development Unit and tallied along with the other two scored components, being the Assessment Centre and Exam.

The three scored segments of the promotional process are weighted equally at one third of the overall candidates score. Candidates are placed on a list from highest to lowest score and are promoted based on the number of identified vacancies at the Sergeant rank.

Review / Analysis Spring 2008 Sergeants Promotional Process:

In reviewing the latest Sergeants Promotional Competition, the following observations were made regarding the scoring and the success of various candidates in the process.

Assessment Centre Stage

- Of the forty-one candidates in the promotional process, twenty-nine received a score of 3.00 and only twelve candidates scored above 3.00. The result being that for the majority of candidates the Assessment Centre had a neutral effect on their overall score. Those candidates who scored above 3.00 however received a favourable benefit due to the weight of the Assessment Centre in the entire process.
- In addition, the members who legitimately scored 3.00 at the Assessment Centre held the same score in the competition as those members who originally failed and then entered into a "developmental plan".

Resume Stage

- The Resume Panel relies on a 2:1 ratio when determining the number of candidates eligible to go forward to the interview stage. This means that once the number of known vacancies at the Sergeant rank are identified, a maximum of twice that number are allowed to go forward to the Interview Stage. With the number of vacancies at the Sergeant rank this past process, a unique situation occurred whereby no candidates were eliminated at this stage. As mentioned above, this stage is a "Pass/Fail" gate and carries no score in the process. It is important to note that had there been fewer vacancies, in comparison to the number of candidates for this past process, the Resume Panel would have had to eliminate a number of them to satisfy the 2:1 ratio.

Promotional Exam

- The scoring within the exam itself was adjusted this past competition but the total exam score remained as one third of the candidates overall score

in the process. This format was well received and has had numerous favourable comments regarding content and marking.

Interview Stage

- The Interview Stage consisted of six core Behavioural Descriptive Indicator (BDI) style questions with four wild card questions of which each candidate received two. The Interview Panel indicated that they had some challenges with the marking of this due to the fact that the four wild card questions were not easily marked as being equal in difficulty.
- It was observed by both the Career Development Unit and the Interview Panel that some candidates entering the interview stage could easily promote, due to the vacancy numbers, even if they did poorly in comparison to other candidates.

Suggestions for Improvement:

As mentioned above, Superintendent Hobbs, Inspector McKenna, and Inspector Grummisch submitted reports and suggestions to improve the current promotional process. Those suggestions along with the Committee's discussions are summarized as follows:

- 1) The Resume and Appraisal stage should become one of four scored portions of the promotional process. The experience and achievement of a candidate attained over the term of his or her career should be assessed and given the appropriate amount of weight in comparison to other candidates in the competition. Panel members from the past two promotional processes agreed that the body of a candidates work (their career) was not being given adequate credit (value) in comparison to the Assessment Centre, Promotional Exam and Interview portions of the process.
- 2) The supporting documentation provided by the candidates at the Resume Stage was not submitted in a consistent manner in spite of directions on how to do so. More detailed instruction needs to be given to candidates so that the Resume Panel receives and can mark resume packages that have similar content.
- 3) It was acknowledged that the Assessment Centre process has value and points should continue to be attributed to it. Observations are however that the Assessment Centre score has too high of a value in comparison to the overall score for candidates in the promotional process. The Assessment Centre marks a candidate's potential ability vs. observed operational ability and therefore should not be given as high a value as the resume of the candidates.

- 4) The current weight (value) attached to the three scored stages of the promotional process need to be adjusted

Sergeants Selection Process		
1	Assessment Centre	15%
2	Resume and Appraisal	30%
3	Promotional Exam	25%
4	Interview	30%
	Total	100%

- 5) The current use of Assessment Centre scoring (1-5) does not suit the needs of the Interview Panel. A broader range needs to be available in order for the Panel to provide an accurate value to individual answers. The Panel would prefer to have a score out of one hundred be applied to this stage of the process.
- 6) It was noted that there needs to be more scrutiny of a candidate's ability and suitability to promote. The current supervisors' questionnaire needs to be available to the Resume Panel so that they may contact supervisors, if necessary, to confirm details written in the resume. It is also recommended that the previous supervisor also be indicated so that follow up can be completed and a more accurate picture of the candidate be obtained.

Recommendations:

The Career Development Unit has taken the input from the discussions and agreement at the Sergeants Selection Committee meeting on March 27, 2008 and presents the following recommendations to the committee for approval.

- 1) That the Resume Stage will be included as one of four scored components in the Sergeants Promotional Process. (Assessment Centre, Resume, Exam and Interview)
- 2) That the Career Development Unit will ensure that the Resume Panel is given sufficient time to fairly review and accurately score the documents provided at this stage of the process.
- 3) That the Resume and Appraisal document will be reviewed and revised where necessary to provide clear direction to candidates regarding acceptable submissions to the Resume Panel.
- 4) That the breakdown in weighting for the four parts of the process are to be reflected as follows:

The Resume and Interview stages will share equal weight in the process due to both stages measuring the work done over a candidate's entire career.

- 5) That the Interview Stage will now consist of six core (BDI) questions with one wild card question asking the candidate why they would make a good Sergeant. *This question will provide an opportunity to the candidates to briefly summarize attributes such as breadth of experience, work ethic over an extended period, and significant achievements in both current and previous assignments, all of which are predictors of future success.*
- 6) That the Interview Stage scores will be adjusted to reflect a scale of 1-10. The overall score will be calculated out of one hundred and will be shown to two decimal places.
- 7) That the Interview Stage document will be reviewed and revised where necessary to accurately reflect the changes to this stage of the process.
- 8) That the breakdown and scoring of the Q & A and Essay portions of the Exam will remain the same. The value of this stage, as shown above, will be adjusted to reflect 25% of the overall mark.
- 9) That the Assessment Centre will remain a scored segment of the promotional process but will be adjusted to reflect only 15% of the overall mark.
- 10) That the Career Development Unit will provide details of these changes to candidates at the Sergeants Promotional Process information sessions and will update all locations where this information is normally available to members. (M Drive / Intranet)

Respectfully Submitted,

Sergeant 1390 Barry Kross
Career Development Unit

Existing Procedure

(Effective: 2006.11.17)

PROCESS OVERVIEW

Principles

The Sergeant Selection Process is based on the following principles:

- The goal of the Sergeant Selection Process is to promote the Candidate who has the greatest likelihood of providing the highest quality of service for the Community and the Department.
- The Process is designed to be fair, transparent and accountable to both the members participating and the Department.
- The Process is competitive and intended to recognize candidates with superior knowledge, skills and abilities, and consistent performance.

The Sergeant Selection Committee

The Chair of the Sergeant Selection Committee is a Deputy Chief Constable appointed by the Chief Constable.

The Committee is made up of the Chair, a management appointee, and a member appointed by the Vancouver Police Union. The Committee will make decisions on the basis of consensus. The Committee may make any decision it considers reasonable that is not inconsistent with the Process. If no consensus is reached, the Chair of the Committee will make any decisions that the Committee could have made. Decisions of the Committee, or the Chair of the Committee where the Chair decides, must be in writing.

The Inspector i/c Human Resources Section sits on the Committee as a resource to the Committee and is responsible for administering the Process and carrying out the directions of the Committee.

The Committee is responsible for overseeing the administration of the Process. The Inspector i/c Human Resources Section, or their designate, will provide candidates with direction as to how to proceed through the Process.

The Committee is responsible for the selection of the Resume Panel and the Interview Panel. The Resume Panel will consist of an Inspector (Chair person), an additional Inspector, and two Sergeants. All four will be selected from different Divisions. In addition, the Resume Panel will include a representative from the Human Resources Section. The Interview Panel will consist of a DCC or designate (Chair person), one Inspector, and one Sergeant, selected from different Divisions.

Overview

The promotional competition will normally be held once every calendar year, but may be varied if operational needs require deviation. It will start with the Human Resources Section, with input from the Vancouver Police Union, publishing the approximate anticipated vacancies in the Sergeant rank for the year. Later, before the "Resume" stage of the process, the Human Resources Section will take into account any new information and publish the final anticipated vacancies for the year.

Before a candidate can proceed through the Sergeant Selection Process in its entirety, the candidate must have successfully completed the Qualifying Exam (Q), the Assessment Centre and Modules 1, 2, and 3 as explained below. The process itself is broken up into three steps:

1. Promotion Exam
2. Resume and Appraisal
3. Interview

Pre-Process

Assessment Centre:

The Assessment Centre is considered a developmental process. To be eligible to attend the Assessment Centre, candidates must have a valid passing score in the Qualification (Q) Exam. Candidates may attend the Assessment Centre as early as one year prior to becoming eligible for promotion. To participate in the promotion competition, candidates must achieve a minimum score of 3 in **each** component of the Assessment Centre (In-Basket and Role-Play exercises). Candidates who do not achieve the required score in one or both components of the Assessment Centre will need to create a development plan after obtaining feedback from the Assessment Centre. The development plan will be created with input from the Centre's Administrator, the candidate's direct supervisor, and the Career Development Unit in the Human Resources Section. The written development plan will be provided to the Career Development Unit for final approval. Once approved, the candidate is required to undertake the specific training and development agreed to in their development plan. When the candidate has fulfilled the requirements of the development plan, the candidate will forward all related documents to the Career Development Unit for evaluation. The Career Development Unit will ensure that the developmental concerns have been addressed. At that time, if the concerns have been addressed, the candidates will be considered to have obtained a passing score of 3 in the Assessment Centre. If the Career Development Unit considers that the candidate's development incomplete, the candidate will be deferred for further development after approval from the Sergeant Selection Committee. Reasons for the deferment will be provided to the candidate.

Candidates who wish to improve their Assessment Centre score may re-attend three years from the date of their last attendance. The new score obtained, even if it is lower, will then become the score used in the promotion process.

Q Exam (Q), Modules 1, 2, & 3:

The Qualifying (Q) Exam, Modules 1, 2, and 3 are considered a pre-requisite to taking part in the promotion competition. The Q Exam must be successfully completed before a candidate can attend the Assessment Centre. Modules 1 & 2 must be completed before the candidates can submit resumes to the Resume Panel. Module 3 has to be successfully completed by the candidate prior to the Interview stage.

Since the Q Exam and the Modules are run by the Education and Training Unit at different times of the year, it is the members' responsibility to ensure that they have successfully met the requirements in time for the competition.

Promotional Competition

1. Eligibility

A Constable with eight or more years of approved police experience, but not less than three years experience with the Vancouver Police Department, or a Corporal/Detective, may apply to enter the Process, after the approximate anticipated vacancies have been published in the bulletins. The candidate must have achieved a passing score from the Assessment Centre prior to submitting an application.

The Chief Constable, or designate, may reject an application for cause, or may remove a candidate from the Process at any time, for cause. The Chief Constable, or designate, must make the decision to reject or remove the candidate for cause as soon as practicable after the facts supporting rejection or removal for cause come to their attention. The Chief Constable, or designate, must communicate this decision, in writing, to the Candidate forthwith.

When a candidate completes an application to enter the Process, the candidate's Supervisor, Manager, the Inspector i/c Human Resources Section, and the Inspector i/c Professional Standards Section will

each provide any relevant information, in writing, that could form the basis for cause to remove a candidate from the Process to the Chief Constable.

If, at any time, the candidate's Supervisor or Manager or one of the above Inspectors become aware of information that may form the basis for cause, this information will be forwarded to the Chief Constable or designate for consideration.

2. Promotion Exam

The Promotion Exam is different from the Qualification (Q) Exam. Candidates wanting to take part in the promotion competition will have to write and pass the Promotion Exam. Although no study packages will be provided for the Promotion Exam, candidates will be provided some direction to focus preparation on.

The Promotion Exam consists of two parts. The first part consists of short answer (from a few sentences to a few paragraphs) questions, testing candidates in legal and investigative knowledge, supervisory skills, departmental regulations, labour issues, etc. The second part consists of a writing exercise. The candidate will be given a set of facts/information and will be required to write a report to their manager of approximately 1500 words using Microsoft Word. The intention is to test the candidates' writing skills and their composition/grammar/punctuation. Candidates have to achieve a minimum of 70% average but not less than 60% in each part to proceed to the next step in the process.

Scores obtained in the Promotion Exam are valid for four years. Candidates may choose to re-write the Exam before the four year period in order to obtain a better score. The new score obtained will then become the valid score (even if it is lower) for the purposes of the competition and the old score may not be used.

3. Resume and Appraisal

To enter this stage of the competition, candidates must have done the following:

- Have a current application that has been accepted
- Have a valid passing score from the Promotion Exam
- Have completed Modules 1 & 2
- Have a minimum score of 3 in each component of the Assessment Centre.

Candidates will submit the following electronically (Word) to the Career Development Unit:

- A 2000 word (maximum) business format resume. The resume should highlight the candidate's major accomplishments over their career. This may include accomplishments outside of the police environment, if the candidate considers the information relevant.
- A 500 word (maximum) letter to the Panel, explaining why they would make a good sergeant.
- Listing of assignment history and education. This page is not to be used to augment the resume. It should only contain a chronological assignment history and education.

The candidate may also submit supporting documentation limited to one administrative report, one GO report, and any commendations or similar material.

In addition, the candidate's supervisor will submit the following to the Career Development Unit:

- The candidate's previous year's Performance Appraisal.
- A completed questionnaire regarding the candidate's suitability for promotion.

The Resume Panel will evaluate the resumes and accompanying documentation by comparing the candidates' accomplishments, skills, work performance, and suitability against each other. For a detailed explanation of what the Panel will be looking for, see the document "Resume and Appraisal Stage". The Panel will short list the candidates for proceeding to the Interview stage at the ratio of 2:1, depending on the number of final projected vacancies that was published earlier. For example, if there are 10 projected vacancies, the Panel will short list 20 candidates for interviews.

4. Interview

To proceed to the Interview stage, candidates must have:

- Completed Module 3.
- Been added to the short list at the end of the Resume and Appraisal stage.

Candidates will be interviewed by the Interview Panel. The interview will consist of eight questions. Six of these will be BDI (Behaviour Descriptive Indicator) questions and will be given to the candidates 30 minutes prior to the interview. The two other questions will not be given to candidates in advance. These questions will pertain to current issues facing the Department, and possible solutions to those issues in the context of the Strategic Plan, for example.

Follow-up questions may be asked by the Panel regarding any of the eight questions.

Each question will be scored out of 5, using the Assessment Centre scoring method and then converted to a percentage, to two decimal places.

Candidates may make notes on paper provided to them while reviewing the questions given to them 30 minutes prior to the interview. Candidates may only bring these notes to the interview.

5. Final Selection

At the end of the interviews, the Career Development Unit will generate a list of candidates based on the sum of:

- Score obtained in the interview, to two decimal places.
- Score obtained in the Promotion Exam, to two decimal places.
- Score obtained at the Assessment Centre, converted to a percentage, to two decimal places

The list will contain only as many candidates as the number of final anticipated vacancies published earlier. The list will be generated by placing the candidate with the highest overall score first on the list. Where two or more final scores are identical, first consideration will be given to Vancouver Police sworn constable seniority. The candidate with the most VPD sworn constable seniority will be placed highest on this portion of the list. If the candidates are still tied, overall police service will be considered to break the tie. If Candidates still remain tied, PIN #s will be used to break the tie. Candidates will continue to be placed according to their final overall score to generate the entire list. No candidate will be disadvantaged due to a tie score. In other words, all candidates who are tied at the upper limit of the list will be placed on the list. The "tie breaking" process will only be used to determine the order of the list.

6. Promotions

Promotions will occur as vacancies arise in order of the score obtained unless an operational need requires an exception. Reasons for the deviation will be provided to the affected candidates.

Any candidates who have successfully completed the process and remain on the agreed upon list at the end of the year will be promoted in the following year when vacancies arise prior to any new successful candidates being promoted. The vacancy projection for that following year will be adjusted accordingly.

Any vacancies that occur after the agreed upon list of "anticipated vacancies" has been published will be carried forward to the following year and will only be staffed after a new promotion process.

7. Unsuccessful Candidates

Candidates who are unsuccessful at any stage of the competition (Resume or Interview), may request feedback from the appropriate Panel. They may then submit a fresh application for a new competition the following year. Provided the application is accepted and they are otherwise qualified (Modules and

Promotion Exam), every “new” competition will entail the submission of an updated resume and accompanying documents to the Resume Panel.

8. Process Design

The Sergeant Selection process is designed to be a fair and transparent process. It is also competitive in nature to ensure that candidates who are promoted have the greatest likelihood of providing the highest quality of service to the community and the Department. As such, in a competitive process, some candidates will not be successful in a given year. Candidates who are not successful are encouraged to solicit feedback from the promotion panels so that they are better able to re-assess their suitability for promotion and undertake developmental steps to improve their potential for promotion in subsequent competitions. Nothing in this process precludes a member's rights as negotiated in the Collective Agreement.

Proposed Procedure

2008-04-08

PROCESS OVERVIEW

Principles

The Sergeant Selection Process is based on the following principles:

1. The goal of the Sergeant Selection Process is to promote the Candidate who has the greatest likelihood of providing the highest quality of service for the Community and the Department.
2. The Process is designed to be fair, transparent and accountable to both the members participating and the Department.
3. The Process is competitive and intended to recognize candidates with superior knowledge, skills and abilities, and consistent performance.
4. While considerable care has been taken to provide for objective measurement wherever possible, candidates must understand that there is an unavoidable element of subjectivity inherent in various stages of the process.

The Sergeant Selection Committee

The Chair of the Sergeant Selection Committee is a Deputy Chief Constable appointed by the Chief Constable.

The Committee is made up of the Chair, a management appointee, and a member appointed by the Vancouver Police Union. The Committee will make decisions on the basis of consensus. The Committee may make any decision it considers reasonable that is not inconsistent with the Process. If no consensus is reached, the Chair of the Committee will make any decisions that the Committee could have made. Decisions of the Committee, or the Chair of the Committee where the Chair decides, must be in writing.

The Inspector i/c Human Resources Section sits on the Committee as a resource to the Committee and is responsible for administering the Process and carrying out the directions of the Committee.

The Committee is responsible for overseeing the administration of the Process. The Inspector i/c Human Resources Section, or their designate, will provide candidates with direction as to how to proceed through the Process.

The Committee is responsible for the selection of the Resume Panel and the Interview Panel.

The Resume Panel will consist of an Inspector (Chair person), an additional Inspector, and two Sergeants. All four will be selected from different Divisions. In addition, the Resume Panel will include a representative from the Human Resources Section.

The Interview Panel will consist of a DCC or designate (Chair person), one Inspector, and one Sergeant, selected from different Divisions.

Eligibility

A Constable with eight or more years of approved police experience, but not less than three years experience with the Vancouver Police Department, or a Corporal/Detective, may apply to enter the Process, after the approximate anticipated vacancies have been published in the bulletins. The candidate must have achieved a passing score from the Assessment Centre prior to submitting an application.

The Chief Constable, or designate, may reject an application for cause, or may remove a candidate from the Process at any time, for cause. The Chief Constable, or designate, must make the decision to reject or remove the candidate for cause as soon as practicable after the facts supporting rejection or removal for cause come to their attention. The Chief Constable, or designate, must communicate this decision, in writing, to the Candidate forthwith.

When a candidate completes an application to enter the Process, the candidate's Supervisor, Manager, the Inspector i/c Human Resources Section, and the Inspector i/c Professional Standards Section will each provide any relevant information, in writing, that could form the basis for cause to remove a candidate from the Process to the Chief Constable.

If, at any time, the candidate's Supervisor or Manager or one of the above Inspectors become aware of information that may form the basis for cause, this information will be forwarded to the Chief Constable or designate for consideration.

Promotional Competition

The promotional competition will normally be held once every calendar year, but may be varied if operational needs require deviation. It will start with the Human Resources Section, with input from the Vancouver Police Union, publishing the approximate anticipated vacancies in the Sergeant rank for the year. Later, before the "Resume" stage of the process, the Human Resources Section will take into account any new information and publish the final anticipated vacancies for the year.

Before a candidate can proceed through the Sergeant Selection Process in its entirety, the candidate must have successfully completed the Qualifying Exam (Q), the Assessment Centre and Modules 1, 2, and 3 as explained below.

The Sergeant Selection Process – **Application Form**, must be submitted by the candidate for each new promotional competition prior to the *resume and interview* stage.

The process itself is broken up into four steps:

1. Assessment Centre
2. Promotion Exam
3. Resume and Appraisal
4. Interview

1. Assessment Centre:

The Assessment Centre is considered a developmental process. To be eligible to attend the Assessment Centre, candidates must have a valid passing score in the Qualification (Q) Exam. Candidates may attend the Assessment Centre as early as one year prior to becoming eligible for promotion.

To participate in the promotion competition, candidates must achieve a minimum score of 3 in **each** component of the Assessment Centre (In-Basket and Role-Play exercises). Candidates who do not achieve the required score in one or both components of the Assessment Centre will need to create a development plan after obtaining feedback from the Assessment Centre.

The development plan will be created with input from the Centre's Administrator, the candidate's direct supervisor, and the Career Development Unit in the Human Resources Section. The written development plan will be provided to the Career Development Unit for final approval. Once approved, the candidate is required to undertake the specific training and development agreed to in their development plan. When the candidate has fulfilled the requirements of the development plan, the candidate will forward all related documents to the Career Development Unit for evaluation.

The Career Development Unit will ensure that the developmental concerns have been addressed. At that time, if the concerns have been addressed, the candidate will be considered to have obtained a passing score of 3 in the Assessment Centre. If the Career Development Unit considers that the candidate's development is incomplete, the candidate will be deferred for further development after approval from the Sergeant Selection Committee. Reasons for the deferment will be provided to the candidate.

Candidates who wish to improve their Assessment Centre score may re-attend three years from the date of their last attendance. The new score obtained, even if it is lower, will then become the score used in the promotion process.

Q Exam (Q), Modules 1, 2, & 3:

The Qualifying (Q) Exam, Modules 1, 2, and 3 are considered a pre-requisite to taking part in the promotion competition. The Q Exam must be successfully completed before a candidate can attend the Assessment Centre. Modules 1 & 2 must be completed before the candidates can submit resumes to the Resume Panel. **Module 3 has to be successfully completed by the candidate prior to the interview stage.**

Since the Q Exam and the Modules are run by the Education and Training Unit at different times of the year, it is the members' responsibility to ensure that they have successfully met the requirements in time for the competition.

*Important Note

Each candidate must ensure that their "Q" status is maintained throughout the entire promotional process.

A candidates' "Q" status and expiry date is maintained and available for review on the Human Resources, Intranet Home Page "Qualified List".

2. Promotion Exam

The Promotion Exam is different from the Qualification (Q) Exam. Candidates wanting to take part in the promotion competition will have to write and pass the Promotion Exam. Although no study packages will be provided for the Promotion Exam, candidates will be provided some direction to focus preparation on.

The Promotion Exam consists of two parts and will be written on two separate days.

Part 1 consists of short answer questions (from a few sentences to a few paragraphs), testing candidates in legal and investigative knowledge, supervisory skills, departmental regulations, labour issues, etc.

Part 2 consists of a writing exercise. The candidate will be given a set of facts/information and will be required to write a report to their manager of approximately 1500 words using Microsoft Word. The intention is to test the candidates' writing skills and their composition, grammar and punctuation.

Part 1 will be weighted as 70% of the total exam mark while Part 2 will be weighted as 30% of the total exam mark. Candidates must attain a minimum score of 50% on Part 2.

Candidates must achieve a minimum 60% combined (Part 1 and Part 2) overall score to proceed to the next step in the process.

Scores obtained in the Promotion Exam are valid for four years. Candidates may choose to re-write the Exam before the four year period in order to obtain a better score. The new score obtained will then become the valid score (even if it is lower) for the purposes of the competition and the old score may not be used.

3. Resume and Appraisal

To enter this stage of the competition, candidates must have done the following:

- Have a current application that has been accepted
- Have a valid passing score from the Promotion Exam
- Have completed Modules 1 & 2
- Have a minimum score of 3 in each component of the Assessment Centre.

Candidates will submit the following documents to the Career Development Unit:

- A Table of Contents;
- A 500 word (maximum) letter to the Panel, explaining why they would make a good Sergeant;

- A 2000 word (maximum) business format resume. The resume should highlight the candidate's major accomplishments over their career. This may include accomplishments outside of the police environment, if the candidate considers the information relevant;
- Listing of assignment history and education. This page is not to be used to augment the resume. It should only contain a chronological assignment history and education.

The candidate **may also submit** supporting documentation limited to one administrative report (*Warrants or Operational Plans are not acceptable*), one GO report, and any commendations or similar material.

In addition, the candidate's supervisor will submit the following to the Career Development Unit:

- The candidate's previous year's Performance Appraisal.
- A completed questionnaire regarding the candidate's suitability for promotion.

The Resume Panel will evaluate and score the resumes and accompanying documentation by comparing the candidates' accomplishments, work history, skills, work performance, and suitability against each other. ***For a detailed explanation of what the Panel will be looking for, see the document "Resume and Appraisal Stage".***

The Panel will short list suitable candidates for proceeding to the Interview stage. The Panel will strive to identify a maximum of two candidates for each of the projected vacancies that were published earlier.

For example, if there are 10 projected vacancies, the Panel will attempt to short list 20 candidates to be put forward to the interview stage. However, if there are less than 20 suitable candidates, the number of declared vacancies will not be reduced to satisfy a 2:1 ratio.

4. Interview

To proceed to the Interview stage, candidates must have:

- Completed Module 3.
- Been added to the short list at the end of the Resume and Appraisal stage.

Candidates will be interviewed by the Interview Panel. The interview will consist of seven questions including one "wild card" question. The six core questions will be BDI (Behaviour Descriptive Indicator) and will be given to the candidates 30 minutes prior to the interview. The "wild card" question will not be given to candidates in advance.

Follow-up questions may be asked by the Panel regarding any of the questions.

Each question will be scored out of 10, and then converted to a percentage, to two decimal places.

Candidates may make notes on paper provided to them while reviewing the questions given to them 30 minutes prior to the interview. Candidates may not bring these notes into the interview.

Final Selection

At the end of the interviews, the Career Development Unit will generate a list of candidates based on the sum of:

- Score obtained at the Assessment Centre, converted to a percentage, to two decimal places;
- Score obtained in the Promotion Exam, to two decimal places;
- Score obtained in the Resume and Appraisal to two decimal places;
- Score obtained in the Interview, to two decimal places.

The list will contain only as many candidates as the number of final anticipated vacancies published earlier. The list will be generated by placing the candidate with the highest overall score first on the list. Where two or more final scores are identical, first consideration will be given to Vancouver Police sworn constable seniority. The candidate with the most VPD sworn constable seniority will be placed highest on this portion of the list. If the candidates are still tied, overall police service will be considered to break the tie. If Candidates still remain tied, PIN #s will be used to break the tie. Candidates will continue to be placed according to their final overall score to generate the entire list. No candidate will be disadvantaged due to a tie score. In other words, all candidates who are tied at the upper limit of the list will be placed on the list. The "tie breaking" process will only be used to determine the order of the list.

Promotions

Promotions will occur as vacancies arise in order of the score obtained unless an operational need requires an exception. Reasons for the deviation will be provided to the affected candidates.

Any candidates who have successfully completed the process and remain on the agreed upon list at the end of the year will be promoted in the following year when vacancies arise prior to any new successful candidates being promoted. The vacancy projection for that following year will be adjusted accordingly.

Any vacancies that occur after the agreed upon list of "anticipated vacancies" has been published will be carried forward to the following year and will only be staffed after a new promotion process.

Unsuccessful Candidates

Candidates who are unsuccessful at any stage of the competition (Resume or Interview), may request feedback from the appropriate Panel. They may then submit a fresh application for a new competition the following year. Provided the application is accepted and they are otherwise qualified (Modules and Promotion Exam), every "new" competition will entail the submission of an updated resume and accompanying documents to the Resume Panel.

Process Design

The Sergeant Selection process is designed to be a fair and transparent process. It is also competitive in nature to ensure that candidates who are promoted have the greatest likelihood of providing the highest quality of service to the community and the Department. As such, in a

competitive process, some candidates will not be successful in a given year. Candidates who are not successful are encouraged to solicit feedback from the promotion panels so that they are better able to re-assess their suitability for promotion and undertake developmental steps to improve their potential for promotion in subsequent competitions. Nothing in this process precludes a member's rights as negotiated in the Collective Agreement.

RESUME AND APPRAISAL STAGE

The Resume and Appraisal Stage is a crucial stage in the competition. At the end of this stage, the Resume Panel will establish a short list of candidates who will proceed to the Interview Stage. The number of candidates in that list will be in the ratio 2:1 of the published "final anticipated vacancies". The Resume Panel consists of:

- 2 Inspectors (Senior Inspector, Chair Person)
- 2 Sergeants
- 1 representative from the Human Resources Section.

The four member Panel will be appointed by the Sergeant Selection Committee from all four Divisions.

To enter this stage of the competition, candidates must have done the following:

- Have a current application that has been accepted
- Have a valid passing score from the Promotion Exam
- Have completed Modules 1 & 2
- Have a minimum score of 3 from the Assessment Centre, in each component.

Resume Format and Attachments

Candidates must submit four paper copies of their resume package to the attention of the Human Resources, Career Development Unit prior to the posted deadline.

The contents of this package must contain:

- A Table of Contents;
- A 500 word (maximum) letter to the Panel, explaining why they would make a good Sergeant;
- A 2000 word (maximum) business format resume. The resume should highlight the candidate's major accomplishments over their career. This may include accomplishments outside of the police environment, if the candidate considers the information relevant;
- Listing of assignment history and education. This page is not to be used to augment the resume. It should only contain a chronological assignment history and education.

Candidates must also submit to HR an electronic copy of the **letter** and the **resume** in Word format. The purpose of this is to facilitate an electronic word count for the Resume Panel.

The candidate ***may also submit*** supporting documentation limited to one administrative report (*Warrants or Operational Plans are not acceptable*), one GO report, and any commendations or similar material.

Please ensure that the requirements detailed in the process (limitations on length of resume, number of accompanying documents, etc) are followed.

Please note the following:

- 1) It is the candidates' responsibility to ensure that all documentation arrives in the Human Resources Office prior to the deadline.***
- 2) Only unbound (no binders or folders) stapled resumes and accompanying documentation will be accepted;***
- 3) Resume documents which exceed the above noted criteria and maximum word count will be returned to the candidates;***
- 4) Resume documents that are returned, may be resubmitted prior to the deadline providing that they meet the above criteria. There will be no exceptions.***

The following documents must also be submitted to the Career Development Unit prior to the posted deadline:

- The candidate's previous year's Performance Appraisal.
- A completed Supervisor's Questionnaire regarding the candidate's suitability for promotion. *The questionnaire is available on M: /Everyone/Sergeant Selection Process.*

Note to Supervisors: the Sergeant Selection Committee has asked for a greater involvement from the candidates' supervisors. Please provide detailed answers to the questions in the Supervisor's Questionnaire in order for the Resume Panel to make a proper decision when evaluating the candidates. The Resume Panel members may contact the Supervisors for clarification of details.

Panel Considerations

The Resume Panel will evaluate and score the resumes and accompanying documentation by comparing the candidates' accomplishments, work history, skills, work performance and suitability against each other.

Marks or points will be assigned to the documentation submitted by the candidates. The Panel will rate the candidates' accomplishments by a comparative evaluation with the other candidates in the process and identify the best candidates to be short listed to the Interview stage. The criteria used by the panel to evaluate the candidates are as follows:

1. How “well rounded” a candidate is. Does the candidate have sufficient experience in different Divisions of the Department/areas of policing?
2. Does the candidate have patrol experience within the last four years?
3. Does the candidate have administrative experience?
4. Does the candidate have at least one year of investigative experience in an investigative unit? If not, can the candidate show investigative experience or demonstrated investigative ability, such that they could perform the role of Sergeant in an investigative squad?
5. Does the candidate have consistent performance over their career? Long term and sustained performance will be more heavily weighted.
6. A comparison of the candidates’ accomplishments.
7. The level of support the candidates have from their immediate supervisors.

The Panel will also consider:

1. The candidates’ education.
2. Any commendations and awards and similar.
3. Any volunteer work performed by the candidate.
4. Seniority will be considered where two candidates are very close in the Panel’s view.

Once the Panel has deliberated over all the resumes/accompanying documentation, the Panel will identify the candidates to be placed on the short list. The Panel will, if required, make any inquiries and conduct background checks to verify information contained in the resumes of the short listed candidates before finalizing that list. The number of candidates on the short list will not exceed twice the number of final anticipated vacancies published, except if the Panel considers two or more candidates to be tied. No candidate will be disadvantaged due to a tie score. In other words, all candidates who are tied at the upper limit of the list will be placed on the list. The final list will be forwarded to the Human Resources Section.

Candidates who are not successful in getting short listed for the Interview may request feedback from the Panel and use the feedback received to improve their resume for future competitions.

2008-04-08

INTERVIEW STAGE

Only those candidates who were successful in being included on the short list after the Resume and Appraisal stage will be eligible to be interviewed. In addition, candidates must have successfully completed Module 3 before the interview. It is the candidates' responsibility to ensure that the requisite courses/Modules, etc., are completed in time for the different stages in the Sergeant Selection Process.

The Interview Panel is appointed by the Sergeant Selection Committee from different Divisions and will comprise:

A Deputy Chief Constable (or designate) – Chair
One Inspector
One Sergeant

Candidates will be interviewed by the Interview Panel. The interview will consist of seven questions including one "wild card" question. The six core questions will be BDI (Behaviour Descriptive Indicator) and will be given to the candidates 30 minutes prior to the interview. There will be one "wild card" question asking the candidate why they would make a good Sergeant.

Follow-up questions may be asked by the Panel regarding any of the questions.

Each question will be scored out of 10, and then converted to a percentage, to two decimal places.

Candidates may make notes on paper provided to them while reviewing the questions given to them 30 minutes prior to the interview. Candidates may not bring these notes into the interview.

All scores will be forwarded to the Human Resources Section for compilation of the promotion list.

Final Selection

At the end of the interviews, the Career Development Unit will generate a list of candidates based on the sum of:

- Score obtained at the Assessment Centre, converted to a percentage, to two decimal places;
- Score obtained in the Promotion Exam, to two decimal places;
- Score obtained in the Resume and Appraisal to two decimal places;
- Score obtained in the Interview, to two decimal places.

The list will contain only as many candidates as the number of final anticipated vacancies published earlier. The list will be generated by placing the candidate with the highest overall score first on the list. Where two or more final scores are identical, first consideration will be

given to Vancouver Police sworn constable seniority. The candidate with the most VPD sworn constable seniority will be placed highest on this portion of the list. If the candidates are still tied, overall police service will be considered to break the tie. If Candidates still remain tied, PIN #s will be used to break the tie. Candidates will continue to be placed according to their final overall score to generate the entire list. No candidate will be disadvantaged due to a tie score. In other words, all candidates who are tied at the upper limit of the list will be placed on the list. The "tie breaking" process will only be used to determine the order of the list.

Promotions

Promotions will occur as vacancies arise in order of the score obtained unless an operational need requires an exception. Reasons for the deviation will be provided to the affected candidates.

Any candidates who have successfully completed the process and remain on the agreed upon list at the end of the year will be promoted in the following year when vacancies arise prior to any new successful candidates being promoted. The vacancy projection for that following year will be adjusted accordingly.

Any vacancies that occur after the agreed upon list of "anticipated vacancies" has been published will be carried forward to the following year and will only be staffed after a new promotion process.