

**VANCOUVER POLICE DEPARTMENT
POSITION PROFILE**

Last Updated: December 12, 2008

Exhibit # 51

Rank: Deputy Chief Constable
Section/Unit: Operations Division
Summary: Responsible for the management and coordination of all activities relating to the Operations Division. As a member of the Executive Committee, participates in strategic planning and decision making for the VPD

FUNCTIONS

| FUNCTION | DESCRIPTION |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Committee Work | Acts as the chair for a variety of committees and co-ordinates the planning and completion of the work to be done. |
| Controlling | <p>Discipline: Ensures discipline is maintained at the Division level as per Departmental regulations and legal requirements. Is the overall disciplinary authority for the Division in matters relating to labour relations. Ensures Departmental protocol is followed when dealing with labour process. Ensures performance issues are dealt with proactively using a progressive discipline approach.</p> <p>Administrative Controls: Ensures administrative controls are in place to evaluate numerous functions including, budgets, deployment, authorized leaves, performance reviews and reconciliation accounting to ensure they fall within Departmental and Divisional policies and guidelines. Ensures periodic audits are conducted to ensure objectives are met.</p> |
| Generalist Duties | Assists the Chief Constable on a variety of administrative matters, represents the Chief Constable at meetings of public officials and citizen groups and performs related work as required. |
| Leading and Directing | <p>Performance Development: Ensures performance development systems and accountability mechanisms are in place for the Division and ensures performance reviews are done. Identifies performance standards for managers, monitors individual performance, provides and solicits feedback and assists managers in eliminating gaps in performance. Completes formal reports on managers' performance.</p> <p>Motivation: Creates an environment in the Division that is positive and encouraging and assists members to reconcile their personal goals with organizational goals.</p> |
| Organizing | <p>Human Resources: Deploys members in the Division in accordance with Division objectives, training needs, labour relations guidelines, personnel compatibility and attrition projections.</p> <p>Non Human Resources: Ensures mandates, finances, organizational structures, facilities and other resources are organized in the Division in accordance with the above considerations</p> |
| Planning | <p>Goal Setting: Facilitates the establishment of goals and objectives for the Division and assists in devising strategies for achievement of these goals. Sets and communicates standards for the Division.</p> <p>Budget Preparation: Prepares budgets, using established practices and existing information systems.</p> |
| Executive Committee Member | Participates in the Strategic Planning process for the Vancouver Police Department and implements steps to achieve the strategic goals. Utilizing the team approach, develops objectives, goals, strategies and policies to lead the overall direction of the VPD. Participates with other members of the committee in decision-making as it relates to political, operational, financial, structural, human resource and labour relations issues. |

CORE COMPETENCIES

FUNCTION

DESCRIPTION

Coaching

Providing instruction, guidance, advice and encouragement to help employees improve their job performance.

Performance Planning & Review: (Seeks improved individual and organizational performance and results.) Integrates employee performance plans with organizational plans and systems.

Mentoring: Creates a supportive climate throughout the organization by reducing barriers to development and facilitating a climate that encourages performance improvement.

Communication

Clearly communicates orally and in writing.

Oral Communication: Communicates clearly, concisely, and tactfully in public setting and demonstrates professionalism over varieties of media.

Written Communication: Prepares complex formal reports involving budgets, organizational strategies, and police statements that are appropriate for public, City Council and Police Board standards.

Community Focus

Commitment to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues.

Public Participation (Incorporates public input and feedback) Maintains an ongoing systemic involvement program.

Community Policing: (Identifying and solving underlying community problems) Deals with community and city departments to achieve positive changes to the community.

Customer Focus: (Develops organizational actions, values & services that focus on customer needs.) Creates shared values, benefits and actions to nurture quality customer service.

Resource Management

Works effectively and efficiently within financial, human and physical resources.

Work Management (Manages multiple tasks and priorities for maximum personal and organizational success.) Uses systems to assist the organization in managing multiple priorities.

Financial Planning (Plans for the financial well being of the organization.) Integrates organizational financial planning with strategic planning.

Leadership

Influencing, with integrity, others toward a desired direction to achieve the organizations mission goals, and fostering organizational values.

Goal Achievement (Motivates and influences people toward the achievement of goals). Effectively influences behaviours of other Divisions and teams to support personal goals and those of the organization.

Fostering Values (Demonstrates and promotes organizational values of the department) Ensures that organizational values are established, communicated, and promoted systemically.

Planned Change (Facilitates planned organizational change) Initiates planned change and ensures that there are sufficient resources to effect the change.

Problem Solving & Decision Making

Analyzing and developing appropriate solutions to problems evaluating a course of actions reaching logical decisions.

Problem Solving: Analyzes recommendations to problems in light of technical and political consideration.

CORE COMPETENCIES

FUNCTION

DESCRIPTION

Decision-Making: Involves all stakeholders in generating possible choices for discussion and gathers factual information to weigh options and provide optimal solutions.

POSITION SPECIFIC COMPETENCIES

COMPETENCY

DESCRIPTION

Position Specific Knowledge

Demonstrates practical knowledge of the day to day running of the Division including any related programs and initiatives. Exhibits a practical understanding of the practices of all sections within the Division. Demonstrates an acute understanding of corporate finance. Demonstrates working knowledge of municipal government organization, including the functions of all City departments and federal, provincial and regulatory, licensing and welfare agencies.

Financial Acumen

Demonstrates expert understanding of strategic financial planning as it relates to the City of Vancouver and the Vancouver Police Department. Directs the preparation of budgets for the Division that are within the guidelines established by the COV and the VPD. Ensures that the Division keeps within its budget and provides sound rationale when it exceeds its budget. Uses the SAP information system to guide financial decision making.

Organizational Awareness

Demonstrates the ability to understand and manage relationships within the VPD, the Police Board, other groups, agencies or organizations. Recognizes who the key decision makers are and those who influence them, and predicts how new events or situations will affect all stakeholders. Operates effectively within the VPD's or other organization's informal structure.

Teamwork

Puts aside personal and Divisional interests and works cooperatively with other members of the Executive Committee and across the organization to achieve organizational goals. Effectively coordinates activities across various sections and teams in the Support Services Division in order to promote effectiveness and achieve Divisional goals.

QUALIFICATIONS/REQUIREMENTS

REQUIRED

PREFERRED

Experience: Type and Length

Experience: Type and Length

Four years of experience in the Inspector rank including two of those years in the Support Services Division.

Education:

Education:

Masters Degree in Business Administration
Post-Graduate Degree

Training:

Training:

Qualifications (Licences, Certificates, etc.):

Qualifications (Licences, Certificates, etc.):

Other:

Other:

| | |
|--------------------------------------------|--------------------------|
| Missing Women Commission of Inquiry | |
| EXHIBIT No: <i>51</i> | |
| Date: | <i>December 15, 2011</i> |
| <i>[Signature]</i> Registrar | |