



REVISED

**STAFF REPORT
ACTION REQUIRED**

Toronto Police Service – Time Resource Management System Upgrade

Date:	September 25, 2007
To:	Budget Committee
From:	Alok Mukherjee, Chair, Toronto Police Services Board

SUMMARY

The purpose of this report is to request the Budget Committee for approval of the transfer of capital funds within the Toronto Police Service's 2007-2011 capital program.

RECOMMENDATION

It is recommended that:

1. The Budget Committee approve the transfer of capital funds from the Human Resources Management System (HRMS) Upgrade and Additional Functionality project \$0.745M and the Intelligence/Special Investigations Services Facility Renovation project \$0.235M to the Time Resource Management System (TRMS) Upgrade Project.

Financial Impact

If the Budget Committee approves the recommendation contained in this report, funds in the total amount of \$0.98M will be required to complete the TRMS upgrade and will be achieved by transferring funds within the Toronto Police Service's 2007-2011 capital program.

ISSUE BACKGROUND

At its special meeting on August 28, 2007, the Toronto Police Services Board was in receipt of a report dated August 16, 2007, with regard to the results of the Board's August 13, 2007 Budget Subcommittee meeting.

COMMENTS

I provided a brief overview of the discussions that took place at the August 13, 2007 Budget Subcommittee meeting.

Mr. Angelo Cristofaro, Director of Finance and Administration, was in attendance and advised the Board that the report dated July 23, 2007 from the Chief of Police regarding TRMS, noted above, indicates that “an additional four full-time resources are required, one of which would be a new position that will be needed after the project is completed”. Mr. Cristofaro advised that, as a result of the discussions regarding the TRMS report that took place at the Budget Subcommittee meeting, the Service has decided not to create the one new full-time position if the Board approves the report. The additional position originally identified as an impact will now be accommodated through the redeployment of an existing position.

The Board approved the foregoing report with the following amendment:

THAT recommendation no. 4 in the TRMS report be approved with an amendment as reprinted below:

THAT the Board forward this report to the City’s Budget Committee for approval of the transfer of capital funds from the Human Resources Management System (HRMS) Upgrade and Additional Functionality project (0.745M) and the Intelligence/Special Investigations Services Facility Renovation project (\$0.235M).

A copy of Board Minute No. P293/07, in the form attached as Appendix “A”, regarding this matter is provided for information.

CONTACT

Alok Mukherjee
Chair
Toronto Police Services Board
Phone No. 416-808-8080
Fax No. 416-808-8082

SIGNATURE

Alok Mukherjee
Chair, Toronto Police Services Board

ATTACHMENT

Appendix A – Board Minute No. P293/07

A:city_rprt_trms.doc

APPENDIX "A"

THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON AUGUST 28, 2007

#P293 RESULTS OF THE AUGUST 13, 2007 BUDGET SUBCOMMITTEE MEETING

The Board was in receipt of the following report August 16, 2007 from Alok Mukherjee, Chair:

Subject: AUGUST 9, 2007 BOARD MEETING - REPORTS REFERRED TO BUDGET
SUBCOMMITTEE

Recommendation:

It is recommended that:

- 1) The Board approve the recommendations contained in the attached Time Resource Management System report; and
- 2) The Board receive the information regarding job descriptions.

Financial Implications:

As stated in the reports submitted to the August 9, 2007 Board meeting, the financial implications are as follows:

- Time Resource Management System

Following the completion of the planning phase, it has been determined that an additional \$0.98M is required to complete the upgrade. It must be noted that \$261,253 required for extending the contract of Katalogic is included in the additional \$0.98M. This additional funding will be achieved by transferring funds within the 2007-2011 capital program. The overall debt funding requirement for 2008 remains unchanged.

A chart outlining the requests and related costs for this project and comparing them to what was reported to the Board at its meeting on July 10, 2006, and what is now required is detailed in the attached chart (see Appendix "A").

- Job Descriptions

- Researcher, Sex Crimes

Funding for this new position was approved in the 2007 Budget. Any further funding for annualized costs will be included within the 2008 and future operating budget requests.

- Executive Assistant, Legal Services

Funding for this position has been provided for within the Service's 2007 operating budget process and incorporated into the Legal Services budget effective May 1, 2007, as approved by the Board (Min. No. P174/07 refers). Funding for any further annualized costs will be included within the 2008 and future operating budget requests.

Background/Purpose:

At its meeting held on August 9, 2007, referred the reports pertaining to Time Resource Management System and the new job descriptions for Researcher, Sex Crimes Unit and Executive Assistant, Legal Services to its Budget Subcommittee for further discussion (Min. Nos. P277/07, P280/07 and P281/07 refers respectively).

Time Resource Management System (TRMS)

The Budget Subcommittee (BSC) met on August 13, 2007 and engaged in further discussions with respect to the recommendations contained in the Time Resource Management System Upgrade report. The BSC recommended that a special public Board meeting be convened to make a decision regarding the recommendations contained in the TRMS report. A copy of the report, which provides detailed discussions about the initiative and which includes recommendations, is attached to this report as appendix 1.

Job Descriptions

The Board at its August 9, 2007 meeting was in receipt of two reports with regard to new job descriptions for the position of Executive Assistant, Legal Services and Researcher, Sex Crimes Unit. The reports recommended the approval of the new job descriptions and classification for the positions.

Although the Board had approved the establishment of both positions during the 2007 operating budget process, the Board inquired whether or not the Service could delay filling the positions, given that the City of Toronto had requested the Service to implement cost-containment measures. Consequently, the Board referred the reports to its BSC for further discussion.

The BSC met on August 13, 2007 and with respect to the job description reports, decided that further detailed discussion is required. The BSC referred the reports to its September operating budget meeting for further consideration. The Researcher, Sex Crimes Unit and Executive Assistant, Legal Services positions will remain vacant at this time. A copy of the job description reports are appended as 2 and 3 to this report for your information.

Conclusion:

It is recommended that the Board approve the recommendations contained in the attached TRMS report and receive the information regarding job descriptions.

Chair Alok Mukherjee provided a brief overview of the discussions that took place at the August 13, 2007 Budget Subcommittee meeting.

Mr. Angelo Cristofaro, Director of Finance and Administration, was in attendance and advised the Board that the report dated July 23, 2007 from the Chief of Police regarding TRMS, noted above, indicates that “an additional four full-time resources are required, one of which would be a new position that will be needed after the project is completed”. Mr. Cristofaro advised that, as a result of the discussions regarding the TRMS report that took place at the Budget Subcommittee meeting, the Service has decided not to create the one new full-time position if the Board approves the report. The additional position originally identified as an impact will now be accommodated through the redeployment of an existing position.

The Board noted that the job descriptions for the two positions noted in the foregoing report were approved by the Board at its August 09, 2007 meeting and that the Chief gave his undertaking that he would not fill the positions until the Board completes further discussions regarding the positions.

The Board approved the foregoing report with the following amendment:

THAT recommendation no. 4 in the TRMS report be approved with an amendment as reprinted below:

THAT the Board forward this report to the City’s Budget Committee for approval of the transfer of capital funds from the Human Resources Management System (HRMS) Upgrade and Additional Functionality project (0.745M) and the Intelligence/Special Investigations Services Facility Renovation project (\$0.235M).

The Board re-affirmed its August 09, 2007 decision that the review of new positions is ongoing and that the Chief of Police has provided an undertaking that the two positions noted above will not be filled until the completion of the Board’s discussions.

APPENDIX 1

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007

#P277. UPDATE ON THE TIME RESOURCE MANAGEMENT SYSTEM UPGRADE TO VERSION 5.0

The Board was in receipt of the following report July 23, 2007 from William Blair, Chief of Police:

Subject: UPDATE ON THE TIME RESOURCE MANAGEMENT SYSTEM UPGRADE
TO VERSION 5.0

Recommendations:

It is recommended that:

- (1) The Board approve increasing the total cost of the Time Resource Management System (TRMS) upgrade project by \$0.98 million (M) to be funded by a transfer of 2008 cash flow from the Human Resources Management System (HRMS) Upgrade and Additional Functionality project (\$0.745M) and the Intelligence/Special Investigations Services Facility Renovation project (\$0.235M);
- (2) The Board approve extending the existing contract awarded to Katalogic Inc. (Katalogic) for project management services for the TRMS upgrade for an additional eleven (11) months for an additional cost of up to \$261,253 plus GST, for a total cost for project management services of \$486,253;
- (3) The Board amend the existing contract awarded to Workbrain Incorporated (Workbrain) with additional funding in the amount of \$118,005, plus GST, for a total cost of \$1,966,136 to enable this company to provide professional services required for the upgrade of the TRMS; and
- (4) The Board forward this report to the City's Budget Committee for approval.

Financial Implications:

Following the completion of the planning phase, it has been determined that an additional \$0.98M is required to complete the upgrade. It must be noted that \$261,253 required for extending the contract of Katalogic is included in the additional \$0.98M. This additional funding will be achieved by transferring funds within the 2007-2011 capital program. The overall debt funding requirement for 2008 remains unchanged.

A chart outlining the requests and related costs for this project and comparing them to what was reported to the Board at its meeting on July 10, 2006, and what is now required is detailed in the attached chart (see Appendix "A").

Background/Purpose:

At its meeting on July 10, 2006, the Board was informed that a total of \$2.668M in funding for the TRMS upgrade had been approved through the 2006-2010 capital program (Min. No. P210/06 refers). Subsequently, the Board approved engaging the services of Workbrain Incorporated on a sole source basis to provide professional services required to upgrade the TRMS system at a maximum cost of \$1.810M, which includes applicable taxes. This amount formed part of the overall approved funding for this project. Katalogic Inc. (Katalogic) was selected through the Request for Proposal (RFP) process and was contracted to provide project management services for the upgrade, as well as project management expertise, not available in house, specific to both the TRMS and HRMS upgrades.

Discussion:

As stated, \$2.668M in funding for the TRMS upgrade was approved as part of the Service's 2006-2010 capital program. However, due to the City's carry-over rule, \$53,000 was returned to the City at the end of 2006. As a result, there is \$2.615M remaining for the TRMS upgrade. Actual spending and anticipated expenses (projected to the end of August 2007) amount to \$0.99M, leaving \$1.62M in available funding for the upgrade.

The original business case, submitted in 2005, was based upon a high level review of the requirements for an upgrade. The Service recently completed six (6) months of detailed planning, which has produced a comprehensive picture of the upgrade requirements and their associated costs. This planning was completed in May 2007, at which time a detailed project plan was presented to the TRMS/HRMS Steering Committee for review and approval. A comparison with the original business case reveals that several aspects are in need of revision.

The role of the TRMS/HRMS Steering Committee is to provide project team support, including overall governance of the project, and is the final point of escalation for any major issues that arise during the project. The committee consists of the following members:

- Keith Forde - Deputy Chief, Human Resources Command;
- Tony Veneziano – Chief Administrative Officer, Administrative Command;
- A/Director, Human Resources Management;
- Kristine Kijewski – Director, Corporate Services;
- Cel Giannotta – Director, Information Technology Services;
- Angelo Cristofaro – Director, Finance & Administration;
- Richard Gauthier – Staff Superintendent, Detective Services;
- Wayne Peden – Superintendent, 55 Division; and
- Barbara McLean – A/Manager, Enterprise Resource Management Systems.

The current plan for the upgrade is based upon a thorough review of Service business processes, solutions to application fixes, and project objectives outlined by the Steering Committee. The revised plan includes a significant number of required tasks, which were not anticipated in the original submission, the requirement of a new mix of equipment and internal and external resources, and the rollout of biometric Court Kiosks. This detailed planning has identified the complexity of this project, along with the need for an additional \$0.98M.

The following paragraphs describe changes to the original business case that have created the need for the additional funding.

Project Objectives

Planning for the TRMS upgrade was directed by the following overall project goals, which have been approved by the TRMS/HRMS Steering Committee:

- Address production issues;
- Reduce customizations within the application;
- Achieve a sustainable support model;
- Ensure knowledge transfer to Service personnel;
- Improve overall system stability; and
- Implement biometric court kiosks.

The mechanisms needed to achieve these objectives have increased the scope of the upgrade beyond that which was originally anticipated, and necessitated costs for new items, as well as a reallocation of funding for original items.

Resource Changes:

Originally, this project included funding for three full-time members and Workbrain playing a greater role in the upgrade. Under the proposed plan, an additional four full-time resources are required, one of which would be a new position that will be needed after the project is completed and will be included in Information Technology Services' 2008 operating budget request. This represents a significant change from the original business case. However, this approach is consistent with best practices for knowledge transfer and assigns more work to internal resources, by providing Service members with greater exposure to the internal working of the application. The additional costs will be \$434,113 above the initial projections. This funding is required for one additional internal full-time position, a temporary backfill, as well as contracted backfills for the other two positions.

Additionally, the need for a project support resource from Katalogic to co-facilitate detailed strategy and design discussions with Workbrain consultants and Service personnel, which was approved by the Board in January 2007 at an estimated cost of \$102,952 (Min. No. P5/07 refers), was not foreseen by the authors of the original business case. The Service has paid an amount of \$59,850 for these unanticipated services.

Additional Equipment:

Due to space restrictions at Headquarters, the project team will be located at the old 23 Division facility. As well, additional equipment is needed for project team members. This equipment adds \$122,896 to the overall budget, and was unforeseen at the time of the original business case. While the monies were originally estimated for Workbrain software, detailed analysis of the necessary infrastructure for the upgrade has identified the need for additional Weblogic licenses, training software, and server administration software at an additional cost of \$60,292. Hardware, software, and other equipment purchases required by this project have been ordered for the implementation phase of this upgrade. A significant portion of this equipment will be reassigned to other operations within the Service upon completion of this project, and the total cost of the project will be appropriately adjusted at that time.

Biometric Court Kiosks:

Originally, the Court Kiosk component was not included in the scope of this project, nor was any of the funding directed to this initiative. Court Kiosks had initially been an element of the Police Integration Systems project. However, the current TRMS version could not support the Kiosk, and technical issues delayed the Kiosk implementation. While hardware had been purchased, funding for other related expenditures, such as professional services, was returned to the City at the end of 2006 because of the one year carry forward rule. The addition of the Court Kiosk implementation to the scope of the TRMS upgrade has added an estimated \$145,940 to the overall budget (\$95,940 for professional services and \$50,000 to backfill an existing position). None of these costs were anticipated in the original business case, nor were they reported to the Board in July 2006.

Workbrain Professional Services and Workbrain Required Training:

As previously indicated, the Board approved engaging the services of Workbrain on a sole source basis to provide professional services required to upgrade the TRMS system at a maximum cost of \$1.810M, which includes applicable taxes. The new plan has increased the costs for Workbrain consultants by \$118,005. A majority of this funding (\$95,940) is related to the biometric Court Kiosk initiative described in the above paragraph, with the remaining allocated to the training of Service members specific to the application. The larger than anticipated project team also necessitates additional costs for training the extra project team members on the skills required for the new version and their future responsibilities.

It should also be noted that Workbrain Incorporated has been acquired by Infor. The Service is working with City Legal to determine if any re-assignment of the contract with Workbrain needs to occur.

Project Management Services:

At its meeting on July 10, 2006, the Board was informed that the duration for the upgrade had been estimated at fourteen months, and was anticipated to begin in August 2006 (Min. No. P210/06 refers). However, there were delays that can be attributed to both Workbrain and the

Service. The Service spent time examining alternatives to upgrading the TRMS system. This due diligence meant that key Workbrain resources involved in the initial TRMS implementation were re-assigned to projects with other organizations. As well, initial planning discussions eventually culminated in a disagreement over several key issues that were eventually escalated to Workbrain and Service executives, and a new project governance model imposed. While Workbrain reimbursed the Service for project management expenses during this period, the delays experienced toward the latter part of 2006 have caused the postponement of the end date for this project and the prolongation beyond the current arrangement with Katalogic for project management services.

The complexity and scope of the TRMS upgrade project necessitate the role of an external project manager. This role is critical to the success of this project and to ensure achievement of project objectives, as well as to manage deliverables outside of the scope assigned to Workbrain employees. Since the Service does not currently possess this resource internally, the costs associated with this expertise will have to be funded by the project.

The Service has made a significant investment in Katalogic by way of their involvement to date in the planning of this project. Therefore, the Service would benefit from Katalogic's continued participation, realizing its investment through the elimination of costs and delays inherent in the procurement and security clearance processes, as well as the learning curve associated with such a complex project. Additionally, Katalogic personnel have established relationships with key stakeholders within the Service, including the Service's Project Management Office, as well as with Workbrain employees assigned to this project. Engaging project management services for the remainder of this project will add up to \$261,253 to the original cost estimate of \$225,000 for these services. This would result in a total cost of \$486,253 for project management services for this upgrade.

It should be noted that Katalogic also provided project management services for the upgrade of the HRMS from version 8.0 to version 8.9. This upgrade was successfully completed in June 2007, two weeks ahead of schedule. The project is now in the post-live support stage. The cost of project management services to date for this upgrade is \$227,102, and the costs of additional technical and functional services are \$82,425 and \$27,454 respectively. A report on the HRMS upgrade will be provided to the Board for its September 2007 meeting.

Reallocation of Initial Projections:

Planning for the upgrade has revealed that initial projections for some items require adjustment. Specifically, \$50,400 for TRMS user training and \$19,780 in hardware funding have been allocated to other necessary elements within the upgrade plan.

This reallocation, combined with identified new items and corresponding costs, necessitate the need for \$0.98M in additional funding.

Risks Associated With Not Completing the Upgrade:

TRMS is an enterprise-wide mission critical system. This application collects and processes time and attendance information, is a repository of accrual bank data (such as, sick, lieu and vacation banks), provides various reports to assist unit commanders, as well as other Service members, and is used for paid duty administration and the deployment of Service members. The Service currently uses version 3.5.4J of the TRMS application. This version is two releases behind the latest Workbrain product. The biggest risk in not completing the upgrade is that eventually Workbrain will discontinue its support altogether, and this could be a major liability for the Service.

Furthermore, the Service is dependent upon the vendor when changes to Collective Agreements and policies impact the TRMS application. Much of the programming associated with these changes must be contracted to Workbrain consultants. The proposed upgrade plan is designed to facilitate knowledge transfer and achieve supportability so that Service personnel will be in a better position to program ad hoc changes to the TRMS code. Without upgrading, the Service would continue to be largely dependent upon Workbrain, which would mean an on-going need to budget for programming services.

Conclusion:

Service members involved in the initial planning for the TRMS upgrade relied upon a high level assessment of upgrade requirements when initial figures were submitted for approval. Detailed planning guided by specific project objectives was completed in May 2007. This detailed planning has revealed the complexity of this upgrade, and identified the need for additional funding for new resources and equipment, as well as extended project management services.

In order to accommodate the increased cost of the TRMS project, 2008 funding estimates for the additional functionality component of the HRMS capital project, and the Intelligence/Special Investigations Services Facility Renovation project have been reduced accordingly, such that the 2008 debt funding level is unchanged. These cash flow estimates will be revisited as part of the 2008-2012 capital budget process. However, the requirement for this report to go to the City's Budget Committee and Council for approval of the funding transfers to accommodate the additional costs will subsequently delay the continuation of this project.

An important goal of the upgrade project is the attainment of a defined support model where in-house personnel can perform updates to system configuration. These skills will enable faster reaction to business rule changes with less dependence upon vendor involvement. The current project plan is designed to achieve this important objective. It is anticipated that the Service will benefit from less customized programming code, better utilization of version 5.0 functionality, and an overall improvement in performance and stability of the TRMS application. As well, upgrading to version 5.0 is necessary before the implementation of any enhanced system functionality that can lead to improved Service efficiencies in the future.

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Staff Sergeant Barbara McLean, Acting Manager, Enterprise Resource Management Systems, and Mr. Tony Veneziano, Chief Administrative Officer, were in attendance and responded to questions about this report.

The Board deferred further consideration of this report to the August 13, 2007 meeting of the Budget Subcommittee and agreed to schedule, if necessary, a special Board meeting prior to Labour Day to make a decision regarding the recommendations contained in the report.

TRMS UPGRADE CAPITAL BUDGET SUMMARY INFORMATION

Item	Original Budget (Reported in July 2006)	Discovery and Design Actuals & Projections to August 2007	Build and Configure Proposed Plan as at June 2007	Revised Budget (Total Discovery and Design and Build and Configure Phases)	Variance (Original vs. Revised Budget)
Workbrain	\$1,848,130.84	\$720,676.00	\$1,245,460.00	\$1,966,136.00	-\$118,005.16
Project Management Services (Katalogic)	\$225,000.00	\$166,253.00	\$320,000.00	\$486,253.00	-\$261,253.00
Project Support (Katalogic)	\$0.00	\$59,850.00	\$0.00	\$59,850.00	-\$59,850.00
Hardware	\$175,000.00	\$0.00	\$155,220.00	\$155,220.00	\$19,780.00
Software	\$93,457.94	\$0.00	\$153,750.00	\$153,750.00	-\$60,292.06
Project Room Needs	\$0.00	\$0.00	\$122,896.91	\$122,896.91	-\$122,896.91
TRMS User Training	\$162,400.00	\$0.00	\$112,000.00	\$112,000.00	\$50,400.00
Internal Backfill	\$164,000.00	\$45,113.00	\$553,000.00	\$598,113.00	-\$434,113.00
Total Current Project Variance	\$2,667,988.78	\$991,892	\$2,662,326.91	\$3,654,218.91	-\$986,230.13

APPENDIX 2

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007

#P280. NEW JOB DESCRIPTION – RESEARCHER, SEX CRIMES UNIT

The Board was in receipt of the following report July 05, 2007 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION -- RESEARCHER, SEX CRIMES UNIT

Recommendation:

It is recommended that the Board approve the attached new job description and job classification for the position of Researcher, Sex Crimes Unit (A07082.3).

Financial Implications:

Funding for this new position was approved in the 2007 Budget. Any further funding for annualized costs will be included within the 2008 and future operating budget requests.

Background/Purpose:

In 2001, the Provincial Government realized the need to expand the Toronto Police Service's Child Exploitation Section of the Sex Crimes Unit. To facilitate this, provincial funding was approved for the pilot project "Assisting and Preventing Child Victims of Sexual Abuse through Focused Investigation of Child Pornography Cases". Along with this initiative came the need for a civilian research support position and an increase in the number of uniform personnel assigned to the Sex Crimes Unit. A civilian member on loan from No. 53 Division has been performing this function since March 17, 2003. When provincial funding ended in 2005, the need for this position continued to exist.

Discussion:

During the 2007 Budget process, the Sex Crimes Unit requested that this function be formalized as an established position. The Board, on April 26, 2007, approved funding for this position and the increase in establishment for the Sex Crimes Unit (Min. No. P174/2007 refers).

The Researcher position assists officers in investigations of child exploitation and sex crimes offences through the research, collection, interpretation and evaluation of information/data from various sources and electronic media, including the Internet and websites containing child abuse images and pornography. The position is also responsible for maintaining the databases related to child exploitation ensuring accuracy, compliance and integrity of the information.

Compensation and Benefits has developed the attached job description and evaluated this position as a Class A07 (35 hour) job within the Unit "A" Collective Agreement which carries a salary range of \$49,634 to \$55,404 per annum (2007 rates).

Conclusion:

It is hereby recommended that the Board approve the attached new job description for the position of Researcher, Sex Crimes Unit (A07082.3). Upon the Board's approval, the Toronto Police Association will be notified accordingly as required by the Collective Agreement, and this position will be staffed in accordance with the established procedure.

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to respond to any questions that the Board may have.

Chief Blair reiterated the importance of continuing the researcher position even though the funding provided by the province ended in 2005.

Although the Board had approved the establishment of the position during the 2007 operating budget process, the Board inquired whether or not the Service could delay filling the position given that the City of Toronto had requested the Service to implement cost-containment measures.

Chief Blair recommended that the job description be approved but gave his undertaking that he would not fill the position until the Board completes further discussions regarding the position.

The Board approved the foregoing report and referred it to the August 13, 2007 meeting of the Budget Subcommittee for further discussion.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 396.5 (D/T)
Pay Class: A07

JOB TITLE:	Researcher, Sex Crimes Unit	JOB NO.:	A07082.3
BRANCH:	Specialized Operations Command, Detective Services	SUPERSEDES:	New
UNIT:	Sex Crimes Unit	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Child Exploitation	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Detective Sergeant	DATE PREPARED:	2007.06.22

SUMMARY OF FUNCTION: Researches, collects, interprets and evaluates information/data from various sources and electronic media to assist in investigations including child exploitation and sex crimes offences.

DIRECTION EXERCISED: None.

MACHINES & EQUIPMENT USED: Standard TPS office/workstation equipment and associated software, and any electronic equipment as may be required.

DUTIES AND RESPONSIBILITIES:

1. Researches, collects, interprets and evaluates information from various sources, shared programs/systems, previous cases and professional contacts, etc. in order to create a typology of offenders/suspects involved in crimes, including sex crimes and child pornography, to complete background information on suspects and to anticipate future trends and challenges.
2. Prepares statistical and strategic interpretations and reports in relation to investigations; interprets and prepares timely standard and custom reports for the unit and/or for presentations.
3. Conducts comprehensive research and compilation of information to assist in various investigations, including sex crimes, child abuse and child pornography, through the:
 - investigation of websites to determine if they contain child abuse images and pornography, to determine the origin of the website and when necessary, to notify the appropriate police agency
 - analysis of child abuse images and pornography on the Internet and various websites

mc#138009

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points: 396.5 (D/T)

Pay Class: A07

JOB TITLE:	Researcher, Sex Crimes Unit	JOB NO.:	A07082.3		
BRANCH:	Specialized Operations Command, Detective Services	SUPERSEDES:	New		
UNIT:	Sex Crimes Unit	HOURS OF WORK:	35	SHIFTS:	1
SECTION:	Child Exploitation	NO. OF INCUMBENTS IN THIS JOB:	1		
REPORTS TO:	Detective Sergeant	DATE PREPARED:	2007.06.22		

DUTIES AND RESPONSIBILITIES: (cont'd)

- compilation of information and use of various techniques to develop statistical and linkage charts and to identify trends, relationships, patterns and associations between suspects, witnesses and events
 - usage of open source intelligence information
4. Ensures compliance and integrity of the Child Exploitation Tracking System (CETS) by monitoring and coordinating the preparation and submission of information for CETS; meets regularly with outside agencies and project team members to discuss and implement upgrades to CETS; trains other law enforcement agencies on the use of CETS; maintains unit analysis database and tools.
 5. Participates in and assists officers in background analysis of various electronic media including those containing child abuse images and pornography to determine the identification and/or location of the victims.
 6. Responds to inquiries and makes presentations on Internet safety, child pornography websites, chat rooms and other related inquiries.
 7. Coordinates information/data on suspects for special projects.
 8. Performs all other duties, functions and assignments inherent to the position.

mc#138009

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.

APPENDIX 3

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007

#P281. NEW JOB DESCRIPTION – EXECUTIVE ASSISTANT, LEGAL SERVICES

The Board was in receipt of the following report July 05, 2007 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION -- EXECUTIVE ASSISTANT, LEGAL SERVICES

Recommendation:

It is recommended that the Board approve the attached new job description and classification for the position of Executive Assistant, Legal Services (Z22010).

Financial Implications:

Funding for this position has been provided for within the Service's 2007 operating budget process and incorporated into the Legal Services budget effective May 1, 2007, as approved by the Board (Min. No. P174/07 refers). Funding for any further annualized costs will be included within the 2008 and future operating budget requests.

Background/Purpose:

Legal Services was initially created in 1989 and, until the mid to late 1990s, operated largely on an *ad hoc* basis. While there were some standing commitments, such as Professional Standards Review Committee and Special Investigations Unit liaison officer, the work predominantly involved answering questions from the field and occasionally providing legal interpretation concerning amendments in the law which affected policing. Written legal opinions were provided, but with less frequency than the current practice, and any form of advocacy or courtroom litigation was non-existent.

Since the late 1990s, the role of Legal Services has changed substantially. Despite the minimal staffing to support the operation of the Unit, the Director now manages, among others, the following responsibilities:

- Regular attendance at court to present oral and written submissions.
- Providing legal advice to the Chief of Police, Command Officers and members of the Service in relation to all aspects of criminal, civil and corporate law.

- Overseeing the management of more than 482 active civil actions and more than 100 new civil actions annually, which are commenced against the Board, the Chief and/or Service members.
- Gathering and releasing information in response to subpoenas, summonses, orders, other court processes, and requests for information under the Regulations to the *Police Services Act*, contentious Freedom of Information requests and requests concerning young persons who have been dealt with under the *Youth Criminal Justice Act*.
- Drafting, negotiating and executing agreements, protocols and memoranda that legally or morally bind the Chief of Police and other members of the Service.
- Providing lectures and other methods of training to members of the Service with respect to developments in the law that will impact police practices.
- Identifying problem areas and providing advice on managing the risk of civil and criminal liability, particularly in respect of issues requiring immediate action or investigation by Professional Standards.
- Reviewing complaint investigation files and briefs from Professional Standards and divisions and assisting Prosecution Services with complex matters before the tribunal, occasionally taking carriage of the prosecution.
- Advocating for the interests of the Chief of Police, Command Officers and members of the Service at all levels of court and government.
- Advancing the legal interests of the larger policing community by acting in a consultative capacity and providing legal advice on matters of municipal, provincial and/or federal importance and interest, through the OACP and CACP.
- Ensuring that professional obligations are met to maintain membership in the Law Society of Upper Canada.

On June 15, 2006, the Board approved the promotion and reclassification of Staff Inspector George Cowley to the position of civilian Director of Legal Services (Min. No. C154 refers). Mr. Cowley currently manages the most complex, diverse and voluminous legal work of any municipal police service in Canada. To date, the Director has carried out these responsibilities with the same number of permanent staff as the Unit had ten years ago.

Discussion:

Given the volume and complexity of work conducted by Legal Services, it is essential that its Director be provided with executive support to facilitate the effective operation of the Unit and to ensure that the Director's professional responsibilities are met. In addition, this Director position more than meets the necessary and previously agreed upon criteria surrounding eligibility requirements for an Executive Assistant level of administrative support.

To this end, Compensation and Benefits has since formalized a job description for the Executive Assistant position and the Joint Board/Senior Officers' Job Evaluation Committee has evaluated the position within the Service's job evaluation plan at a class Z22 job level within the Civilian Senior Officer Salary scales. This carries a current salary range of \$53,213 to \$61,600 per annum effective January 1, 2007.

Conclusion:

It is hereby recommended that the Board approve the attached new job description for the position of Executive Assistant, Legal Services (Z22010). Subject to Board approval, this position will be staffed in accordance with the established procedure.

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to respond to any questions the Board may have in regard to this report.

The Board was advised that no one is performing the role of Executive Assistant, Legal Services, at this time.

Although the Board had approved the establishment of the position during the 2007 operating budget process, the Board inquired whether or not the Service could delay filling the position given that the City of Toronto had requested the Service to implement cost-containment measures.

Chief Blair recommended that the job description be approved but gave his undertaking that he would not fill the position until the Board completes any further discussions regarding the position.

The Board approved the foregoing report and referred it to the August 13, 2007 meeting of the Budget Subcommittee for further discussion.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 327
Pay Class Z22

JOB TITLE: Executive Assistant	JOB NO.: Z22010
BRANCH: Executive Support Command	SUPERSEDES: New
UNIT: Legal Services	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director, Legal Services	DATE PREPARED: 10 May 2007

DUTIES AND RESPONSIBILITIES: (con't)

8. Maintains effective time management by controlling the access of people who wish to see or speak with the Director and answers inquiries, where possible; screens and prioritizes incoming calls and provides assistance and/or redirects to the appropriate unit for action.
9. Obtains relevant information, through inquiry or preliminary research, to provide to the Director when a legal opinion has been requested.
10. Works closely with other Legal Services administrative staff to coordinate efforts of the other lawyers.
11. Maintains an aide memoire system for filing deadlines, appointments, court appearances, due dates for legal opinions, etc., and uses same to maintain timely communication with clients.
12. Coordinates travel arrangements and prepares expense statements.
13. Ensures professional membership dues and other obligations are held in good account.
14. Responsible for maintaining good working relationships and communications with clients, other members of the Service, the judiciary, all levels of government and the community.
15. Coordinates and prioritizes projects and assignments, ensuring deadlines are met.
16. Performs other duties and tasks inherent to the position, as assigned by the Director.

dg:138235

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.

